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ABSTRACT

This book presents profiles of 38 exemplary fund-raising programs conducted by educational institutions and recognized by the Council for Advancement and Support of Education (CASE) in its 1997 Circle of Excellence Awards in Educational Fund Raising competition. The programs were selected from more than 1,000 programs and included two categories of educational fund raising: overall performance and overall improvement. Introductory information includes a list of the 1997 winners in addition to those profiled in the book. The 28 institutions profiled in the section on winners for overall fund-raising performance are grouped by institutional type: private residential doctoral institutions, public research doctoral institutions, private comprehensive institutions, public comprehensive institutions, private liberal arts institutions (grouped by number of alumni), private professional or specialized institutions, public professional or specialized institutions, independent secondary day and boarding schools (grouped by number of alumni), and non-independent schools. Profiles of winners for overall fund-raising improvement are also grouped by institution type. Profiles usually include a description of the fund-raising program (often with illustrations of promotional material) and vital statistics (on institution, staff, volunteer organization, reasons for program success, and contact information). (DB)

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THE CASE BEST BOOK SERIES

# Successful Campaign Fund Raising

## PROFILES OF AWARD-WINNING FUND-RAISING PROGRAMS

Sarah Hardesty Bray
*Executive Editor*

Donna Shoemaker, Barbara Mulligan, Nancy Raley
*Editors/Writers*

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For more information on CASE or a copy of our product catalog, visit our website <http://www.case.org> or call (202) 328-5900.

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Executive Editor: Sarah Hardesty Bray
Editors/Writers: Donna Shoemaker, Barbara Mulligan, Nancy Raley

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# *Preface*

The Council for Advancement and Support of Education (CASE) and its predecessor organizations have recognized fund-raising programs of excellence each year since 1959. Today, all across the country, professionals in fund raising are embarking on innovative and valuable initiatives to help build support for their own educational institutions and for education in general.

Through the Circle of Excellence Awards in Educational Fund Raising, CASE seeks to identify and recognize the most exemplary programs in educational fund raising—those programs that can serve as models for countless other institutions and raise the quality of fund-raising efforts everywhere. *Successful Campus Fund Raising* is an effort to distill the lessons from the winners of the Circle of Excellence awards and make them available to others throughout the field. This book profiles winning programs in two categories of educational fund raising: (1) overall performance and (2) overall improvement for the 1997 competition.

An expert panel of judges select these programs from more than 1,000 institutions that have submitted three years of data for the Council for Aid to Education's (CAE's) annual "Voluntary Support of Education Survey." They identify winners based on further evaluation of the data in order to ensure overall program quality. The award winners represent all CASE districts and a wide range of sizes and types of institutions. They demonstrate that outstanding achievement exists in all parts of the fund-raising profession.

You'll find in each profile a description of the institution's winning program, information on enrollment, fund-raising staff, volunteer organization, and campaign status, as well as reasons for success and a contact for more information. In some cases, we've pictured brochures and other materials from the winning institutions, just to round out our profiles.

Please note that *Successful Campus Fund Raising* includes only the recognized institutions that provided information to us about their programs, although we list all winners. We would like to thank those institutions profiled for their generosity and patience as we developed a handbook from which others can learn.

We hope that the following winning programs will be both instructive and illuminating. We also hope that they will inspire other institutions to develop their own best programs.

Sarah Hardesty Bray
Vice President, Communications
and Executive Editor

# *Winners of the Circle of Excellence Awards in Educational Fund Raising (1997)*

IN ADDITION TO THOSE PROFILED IN THIS BOOK

## OVERALL FUND-RAISING PERFORMANCE

Amherst College
Babson College
Bowdoin College
Claremont McKenna College
Greenwich Academy
Hesston College
Hillsdale College
Loyola Marymount University
Mount Holyoke College
Northwestern Michigan College
Queens College (NC)
Reformed Theological Seminary
Rhones College
Santa Clara University
University of California, Los Angeles
University of Iowa
University of Virginia
Washington University in St. Louis

## OVERALL FUND-RAISING IMPROVEMENT

Augusta Preparatory Day School
Bay Path College
California State University, Sonoma
Elizabethtown College
Gill St. Bernards' School
Greensboro College
McKendree College
Masters School
Montgomery Bell Academy
Pomfret School
St. George's School
St. Ignatius College Prep
San Antonio Academy
University of California, Riverside
University of Mississippi
University of Texas Health Science Center at Houston
Western Carolina University
Wingate University

## LEADERSHIP AWARDS
(FOR INNOVATIVE APPROACHES AND OUTSTANDING SUCCESS)

Drake University
Spelman College
United States Military Academy
University of California, Los Angeles
University of Michigan, Ann Arbor

# Overall Fund-Raising Performance

# *Meet Young Entrepreneurs on Their Own Turf*

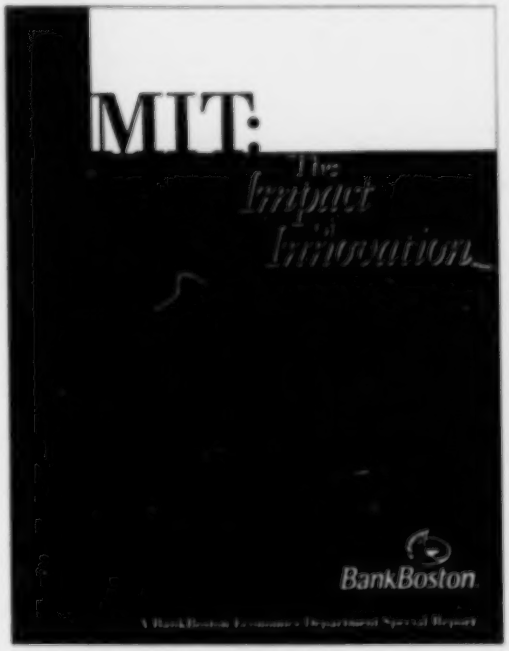
PRIVATE RESEARCH DOCTORAL INSTITUTIONS

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

*The most recent campaign ended in 1992.*

"Getting in the door" to reach alumni immersed in their careers can be difficult, especially after they feel they've done their duty for your institution's campaign. Massachusetts Institute of Technology faced that challenge in the years following the 1992 completion of its "Campaign for the Future."

Young entrepreneurs were telling MIT that they needed to concentrate on building their companies, or were annoyed that the only time they seemed to hear from the Institute was when it wanted money. Through visits with some of these entrepreneurs, MIT realized that "this younger generation of donors had both a less developed philanthropic inclination and a stronger *quid pro quo* mentality than our older donor population. They also felt less connected to their MIT peers," noted Dianne M. Goldin, director of the New England Region in the Office of Individual Giving.




To link graduates from both age groups, MIT initiated a series of interactions to provide "meaningful and valuable lifelong involvement with the Institute," as Goldin's strategic



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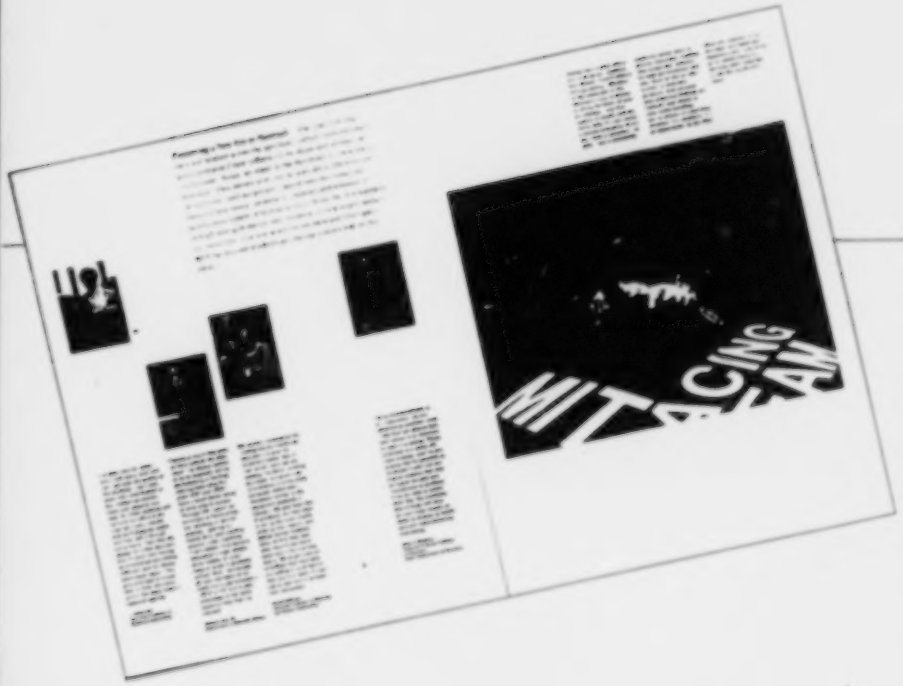


plan states. The New England Region in 1996-97 held informal dinners, at the home of an alumnus, for graduates in the software, hardware, and media technology industries. It also offered Technology Breakfasts; sponsored two Venturefests, each attracting 150 to 175 attendees; and hosted many other targeted events. In all, these activities boosted enthusiasm in this group to a level not seen since before the area's economic downturn in the late 1980s.

Events like the breakfast meetings "excite the younger donors who can network with people who could be venture capitalists," says Elizabeth T. Harding, director of communications and donor relations. "Efforts to develop new and younger constituencies, including parents and the many company founders and entrepreneurs that MIT graduates each year, show current results and long-term promise."

Plans for such events were laid in 1995-96; in that post-campaign year, MIT's cash receipts totaled $123.6 million. The philanthropic generosity of individuals, corporations, and foundations has been a key element in the Institute's rise to world leadership in education and research.

MIT's resource development staff works closely with the Association of Alumni and Alumnae of MIT, the development officers in five schools, and a network of reunion and fund-raising volunteers to generate private support.

## VITAL STATISTICS

**Institution**
Major research institute with 4,429 undergraduates and 5,518 master's and doctoral degree candidates.

**Staff**
About 130 employees in Resource Development. With support of the offices of Development Research and Systems, School Development Services, Finance and Administration, and Communications and Donor Relations, the offices of Corporate Relations, Individual Giving, Principal Giving, and Foundation Relations raise private philanthropy for the Institute. About 91 employees are in the Association of Alumni and Alumnae of MIT.

**Volunteer Organization**
Approximately 4,000 active alumni volunteers, including 200 alumni, fund reunion gift solicitors and about 80 alumni on the Corporation Development Committee who advise on and solicit major gifts.

**Reasons for Success**
1. Strong donor loyalty and increasing expectations for top-level donors.
2. Seasoned front-line staff with good collaboration across all fund-raising units.
3. Solid alumni volunteer group.

**Contact**
Elizabeth T. Harding, Director of Communications and Donor Relations, Massachusetts Institute of Technology, 77 Massachusetts Ave., MIT Room 4-246, Cambridge, MA 02139-4307. Phone: (617) 253-3467. E-mail: rbeth@mit.edu. Web site: web.mit.edu.

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**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

It funds a broad range of activities, including undergraduate scholarships, professorships, research, building construction and renovation, athletics, and the arts.

Nearly one-third of annual fund gifts come in as a result of a telethon program. The 1,000 callers are volunteer alumni and graduate students and volunteer and paid undergraduate students.

To engage West Coast alumni, MIT in 1997 established a "virtual office" in Los Angeles via a Web site. On the site, "doors" lead to information about MIT, to links with West Coast companies run by graduates, and to ways they can contact one another. This approach is especially appropriate for graduates who work in Silicon Valley, Harding observes.

Through MIT's home page, graduates can connect with the Web sites of scores of on- and off-campus organizations, from the Aerial Robotics Club to the Vegetarian Support Group. Philanthropic-minded Net surfers can access considerable information through the "Giving to MIT" pages.

including a FAQ, an update on fund-raising progress, giving opportunities, and profiles of donors. MIT's first life-income donor, they can learn, was Ralph Huntington (1784–1866), for whom Boston's Huntington Avenue is named. They can also find a bio of Katharine Dexter McCormick, class of 1904, who played a major role in funding the research that produced the birth control pill. Her bequest of more than $25 million in 1967—along with her pride in MIT because it did not exclude women from scientific education—prompted her alma mater to name its planned giving society in her honor.

From Huntington to today's entrepreneurs, the loyalty of donors remains among the Institute's primary reasons for fund-raising success. Some 80 percent of those who donate in a given year will make gifts the following year, according to Harding. Also contributing to the success is a seasoned staff that builds and maintains relationships with donors. One recent result of that effort was a $25 million donation for a new building on campus.

# *Celebrating a 250th with Class*



**PRINCETON UNIVERSITY**
**(NEW JERSEY)**

*"The Anniversary Campaign for Princeton," launched in 1995, raised more than $500 million by the end of calendar 1997 and seeks to raise $750 million by the end of the fiscal year in 2000.*

Life only hands you one Bicenquinquagenary, so make the most of it when it rolls around. Over the past three years, Princeton has shown how to celebrate two-and-a-half centuries with both substance and style. It has become evident that "Princetonians have learned how to translate their affection into action," in the words of its 13th president, Woodrow Wilson, Class of 1879.

In 1995, Princeton began the observation of its 250th anniversary a year early with the kickoff of the "Anniversary Campaign for Princeton." The drive seeks to raise $750 million in annual giving and capital funds by the end of the fiscal year in 2000. Within two-and-a-half years, the university had achieved more than two-thirds of its goal, thanks to generous and involved alumni, a strong volunteer system, and a clear focus on its priorities.

"It's been a very successful team effort," says Van Zandt Williams, Jr. '65, vice president for development. "People have been very supportive of our goals. We obviously have a very good relationship with our alumni and it has grown even stronger during the campaign."

The university conceptualized the theme for its 250th as looking to the future "with one accord" (a phrase from the 1859 alma mater song). In a striking series of very small-sized, two-color publications—orange and black, naturally—the theme resonates through large type, intriguing quotes, and dynamic black-and-white photos. The campaign announcement, for example, is an understated 5x5 piece with only one element on its orange cover: the word "ONE" embossed in discreetly small type. The piece's first six spreads have but one phrase and a related



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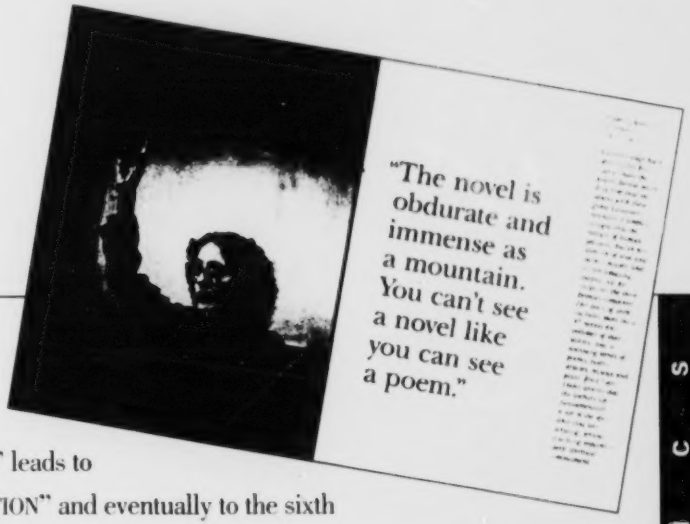


photo apiece. The first phrase, "WITH ONE FOUNDATION," leads to "WITH ONE TRADITION" and eventually to the sixth spread's phrase: "WITH ONE ACCORD.")

Princeton's well-organized notebook for volunteers has orange section dividers, each with a pithy quote on philanthropy from a former president. A 10-page volunteer's guide on solicitations offers such useful advice as: avoid restaurant settings, "be direct when you ask for a gift and put specific figures on the table," and understand that your role is to "raise sights."

Forty percent of the campaign is for endowment, 30 percent for construction, and 30 percent for term funding. The campaign has been helped considerably by a $100 million gift from an alumnus who donated $65 million directly to the campaign and earmarked $35 million to match donations from others. "He has had a long relationship with the university," Williams says. The university also received a pledge for $25 million for a new campus center from a pair of brothers—one an alumnus and trustee and the other the parent of two Princetonians.

Already, the campaign has enabled Princeton to dramatically improve financial aid packages for lower- and middle-income families by replacing loans with grants for families with incomes under $40,000 and reducing the loan requirement for middle-income families.

The campaign grew from an extensive strategic planning process that pinpointed preserving the university's distinctive elements while preparing it for the rapid changes ahead, nationally and globally. "Looking back at the past 250 years," observes President Harold T. Shapiro (who earned a graduate degree at Princeton in 1964), "there is one indisputable fact: Princeton's future has never been assured. We have had to earn our distinctions one generation at a time."

## VITALSTATISTICS

**Institution**
Liberal arts university with 4,600 undergraduate and 1,700 graduate students.

**Staff**
More than 120 professional and support employees in all development offices, including Annual Giving, Leadership Gifts, Planned Giving, and Corporate and Foundation Relations.

**Volunteer Organization**
About 2,500 volunteers for Office of Annual Giving and about 250 volunteers in other development operations.

**Reasons for Success**
1. Highly interested and involved alumni.
2. Strong volunteer system.
3. Well-managed institutional priorities.

**Contact**
Van Zandt Williams, Jr., Vice President for Development, Princeton University, 219 Nassau Hall, Princeton, NJ 08544.
Phone: 609-258-5959.
E-mail: vanzandt@princeton.edu.
Web site: www.princeton.edu/one.

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# *Finding Firm Ground after a Quake and a Campaign*

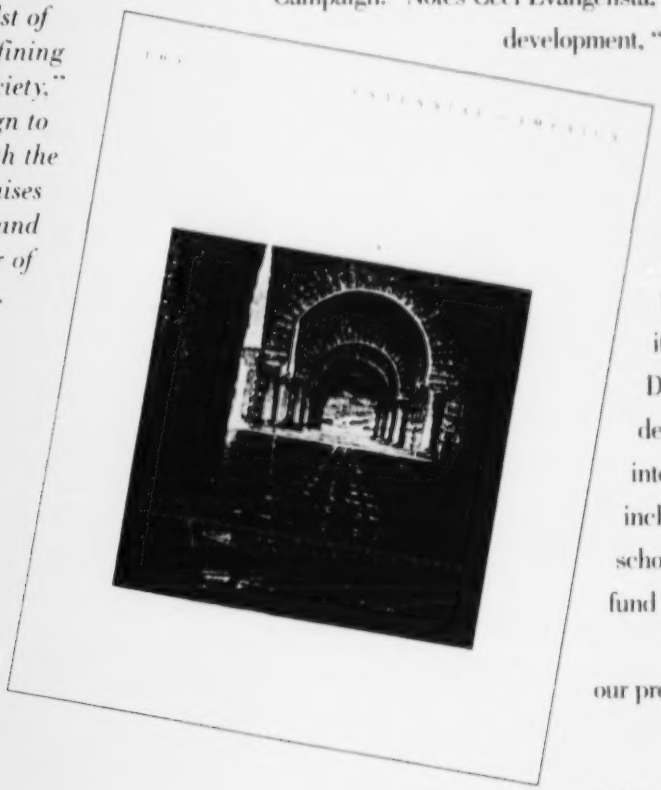
PRIVATE RESEARCH DOCTORAL INSTITUTIONS

**STANFORD UNIVERSITY (CALIFORNIA)**

*The university-wide "Centennial Campaign" concluded in 1992, exceeding its goal of $1.1 billion. Stanford Law School is in the midst of a $75 million campaign, to be raised by the year 2000, and the Hoover Institution, an independent research center, is in the midst of "Ideas Defining a Free Society," a campaign to double both the funds it raises annually and its number of supporters.*

Nine years after the earthquake in the San Francisco Bay area, the scaffolding still sheaths Stanford University's museum and library. Several generations of students have yet to set foot in the buildings because of the damage. In 1999, the scaffolding will come down, and stewardship will take a dramatic step as donors are invited to view the renovations.

The 1989 quake came right in the middle of the "Centennial Campaign." Notes Ceci Evangelista, special assistant to the vice president for development, "We were forced to abandon some of our goals and redirect money to restoration." Stanford raised a total of $89.7 million for restoration between October 1989 and December 1997.



Stanford's other performances in the post-Centennial mode have also put it on firmer ground. The Office of Development has evolved over four decades and three successful campaigns into an organization that now numbers 230, including university-based fund raisers, school-based fund raisers, and specialized support staff.

"The most successful component of our program is individual giving," says



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Evangelista. "Over time, that has been so key. We have a tremendous amount of pride in the long-standing relationships we have with donors. We think hard about stewardship and how people perceive the way we cultivate them."

Much of the program's success comes from a seasoned staff that knows its constituency and a strong, well-organized group of several thousand volunteers, she adds.

Among the top gifts recently is a $15 million donation for the new Stanford Introductory Studies program, secured before the president announced the initiative. The gift will support the Freshman Seminars effort "to create an environment in which freshmen have greater exposure early on to senior faculty," Evangelista explains.

Other top gifts include $10 million for restoring the museum, which had been damaged in the earthquake and a $5 million deferred gift to the Stanford Law School.

"In all three cases, the donors were long-standing friends of Stanford," Evangelista says; two of the three are alumni. "They had been cultivated for decades, and all had already made substantial gifts to the university."

## VITALSTATISTICS

**Institution**
Research university with 6,500 undergraduate and 6,500 graduate students.

**Staff**
230 university-based fund raisers, school-based fund raisers, and support staff.

**Volunteer Organization**
Total of 2,718 volunteers, including 275 in major gift program (1997 figures).

**Reasons for Success**
1. Years of patient cultivation of individual donors by skilled staff.
2. Compelling initiatives (such as the Stanford Introductory Studies and the Stanford Graduate Fellowships) that motivate volunteers and donors.
3. Strong leadership from university president and vice president.

**Contact**
Ceci Evangelista, Special Assistant to the Vice President for Development, Stanford University, 302 Encina Hall, Stanford, CA 94305-6076. Phone: (650) 725-4285. E-mail: ceci@leland.stanford.edu. Web site: www.stanford.edu.

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# *Taking Pride, from Near and Far*

PUBLIC RESEARCH DOCTORAL INSTITUTIONS

**TEXAS A&M UNIVERSITY**

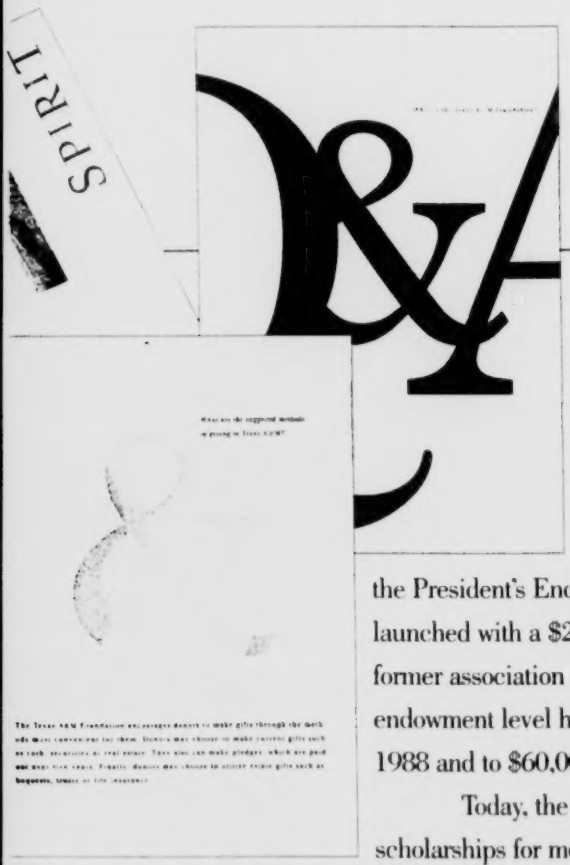
*"Capturing the Spirit," publicly launched in 1992, concluded in 1996 with $637 million in gifts and commitments.*

The philanthropic spirit can come into play even from a great distance. In the western Pacific, on the island of Guam, an alumnus kept track of Texas A&M University by reading its alumni periodical, even though he hadn't had much contact with the school since graduation. He got in touch with the Texas A&M Foundation—and ended up giving the kickoff gift, $52 million, to the "Capturing the Spirit" campaign.

The second largest gift, the capstone one of $15 million, came from an alumnus whose prior involvement was extensive, notes Jim Palincsar, senior vice president for development at the foundation. Because both gifts were made with highly appreciated assets, the foundation worked with the two donors to tailor their gifts and assure donor recognition: The specific interests of these benefactors led Texas A&M to name two prominent colleges in their honor.

Texas A&M's alumni have shown their special brand of pride in other ways as well. This proud spirit was born in 1876 when the school was founded as an all-male military college. It stayed strong long past the mid-'60s when women were admitted and ROTC became optional. And it is evident today as Texas A&M has evolved into one of the nation's largest universities. Each year, one-third of its graduates donate to the annual fund. Those annual unrestricted gifts are handled through the Association of Former Students. A third private organization sharing fund-raising duties—the 12th Man Foundation—supports student-athletes.

A 1967 study sponsored by the Association of Former Students




indicated that Texas A&M wasn't competing for top students. The study called for offering academic scholarships to convince bright Texans to continue their studies in their home state. The following year, the President's Endowed Scholarship program was launched with a $25,000 endowment from a former association president. Since then, the endowment level has risen twice—to $40,000 in 1988 and to $60,000 in 1993.

Today, the PES program provides scholarships for more than 750 undergraduates. The Texas A&M Foundation raises and manages the funds, and the university's Office of Honors Programs awards the scholarships. More than 1,700 prospective freshmen apply for the PES each year. Since 1991, the university has ranked among the top five universities in the nation for the number of new National Merit Scholars it attracts.

Although the PES was just a small part of the "Capturing the Spirit" campaign, it was a popular effort. Donors initiated more than 85 endowments between 1990, when the campaign's quiet phase began, and 1996, when it concluded. Three of the donors were PES recipients as undergraduates.

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## VITAL STATISTICS

**Institution**
Research university with nearly 34,000 undergraduate and more than 7,500 graduate students.

**Staff**
Texas A&M Foundation: 67 employees. Association of Former Students: 50 employees. 12th Man Foundation: 15 employees. Texas A&M University: vice president for development, with a staff of two.

**Volunteer Organization**
The Foundation has a seven-member board of trustees; three committees on development, investments, and real estate; 250 regional campaign volunteers; 100 members of Planned Giving Council; hundreds of volunteers on 12 development councils. The 12th Man Foundation has 300 volunteers. The Association of Former Students has 22 executive council volunteers, and hundreds in regional alumni clubs.

**Reasons for Success**
1. Strong loyalty of alumni.
2. Aggressive, straightforward approach toward major gift fund-raising.
3. Ability to offer donors flexible giving methods and opportunities. One of the more innovative ways is through the Texas A&M Foundation Trust Company, one of the nation's few university-affiliated trust companies.

**Contact**
Jim Palincsar, Senior Vice President for Development, or Rose Ann Thomas, Manager of Communications, Texas A&M Foundation, 1501 Texas Avenue South, College Station, TX 77840-3398. Phone: (409) 845-8161. E-mail: thomasra@devfnac.tamu.edu; Web site: www.tamu.edu/foundation.

# *Alumni Stay Active and Loyal*



**UNIVERSITY OF CALIFORNIA, BERKELEY**

*"The Campaign for the New Century," launched publicly September 20, 1996, seeks to raise $1.1 billion by December 31, 2001.*

Student activism was alive and well at UC Berkeley in the spring of 1996 after being MIA for decades. You could find it in a café at the table where Sasha Thomas '96 was plotting plans for the Senior Class Gift Committee. That spring, the seniors raised $18,000, the largest gift to date from a Cal graduating class. Their activism would launch them on a journey "from beneficiary to benefactor," as a headline put it.

Volunteers are Cal's "Generations of Promise," and its Web site offers insights into Sasha's life and the lives of five other volunteers. Click on the "Alumni and Friends" link. But watch out—there are plenty of fun places on this clever site to sidetrack you, such as notable facts and a Homecoming bulletin board for alumni.

A cyber-sense of humor helps when you're seeking to raise $1.1 billion by 2001. That's UC Berkeley's goal in the "Campaign for the New Century," one of the largest campaigns ever attempted by a public university. As of spring 1998, more than $750 million had been raised in the effort that launched its public phase in September 1996. At the gala kickoff dinner, 600 guests received copies of *There Was Light* (a book of essays by alumni). They also heard writer Joan Didion (class of '56) confess how she showed up as a freshman with "an inchoate yearning to become someone better than I was, and not the slightest business being there."

The university's fund-raising success in large part can be attributed to a large, loyal group of alumni—about 356,000 worldwide—and to the university's close relationship with successful graduates and other business leaders in California, elsewhere in the United States, and overseas. A strong motivating factor is the fact that California's contribution to UC Berkeley's

budget has fallen considerably, from 52 percent in 1985 to 34 percent 11 years later. The campaign newsletter, *The Promise of Berkeley*, points out that private support from alumni and friends jumped 21 percent in 1995-96 to a record-high $189 million.

Most of the largest gifts have been made by people who have a close relationship with their alma mater and want to be partners in shaping its future. For example, the philanthropy of Richard N. Goldman '41 and his late wife, Rhoda Haas Goldman '46, included $7 million for the College of Letters and Science. After Rhoda's death in 1996, Richard made a $10 million gift for the new Richard and Rhoda Goldman School of Public Policy, officially named in July 1997. According to members of the fund-raising staff, the Goldmans began by making modest donations, then increased their giving as they became convinced their money was being put to good use. Intel's co-founder, Gordon Moore '50, and his wife, Betty, contributed $15 million for the New Materials Initiative. And alumni and friends in Taiwan contributed $15 million for the East Asian Library and Studies Center.

UC Berkeley's development operation is a decentralized one. University Relations is responsible for all campus-wide fund-raising programs, including the campaign; the office also manages the UC Berkeley Foundation's activities and programs. The foundation, which has no staff, is the primary vehicle for enlisting fund-raising volunteers from the private sector. The California Alumni Association, separately incorporated, raises membership and scholarship funds.

"Why volunteer for Cal?" That question posed on the Web site comes with an answer that resonates with Sasha Thomas and countless other UC Berkeley volunteers. As the site sums up, "For some, it maintains the blue chip value of a Cal degree. For others, it keeps Cal's doors open for coming generations."

VITAL STATISTICS

**Institution**
Major research university with about 27,730 undergraduate and 8,552 graduate students.

**Staff**
About 120 employees in the Office of University Relations plus staff in 27 smaller development operations in 7 colleges, schools, and programs.

**Volunteer Structure**
Hundreds of volunteers serve on the board of trustees; as campaign co-chairs and committee members; and in colleges, schools, and programs.

**Reasons for Success**
1. Large alumni constituency.
2. Growing participation rates among donors.
3. Close relationship with successful alumni and business leaders in California, the United States, and overseas.

**Contact**
John Cash, Interim Vice Chancellor – University Relations, University of California, Berkeley, 2440 Bancroft, Room 203, Berkeley, CA 94720-4200. Phone: (510) 642-3507. E-mail: jmc@dev.urel.berkeley.edu. Web site: www.berkeley.edu.

(Note: UC Berkeley's website may be under construction at time of this book's publication.)

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# *Incorporating the 'Five I's'*

PUBLIC RESEARCH DOCTORAL INSTITUTIONS

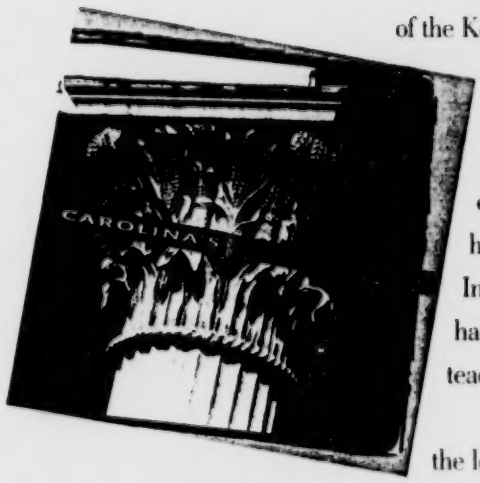
**UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**

*The $440.2 million "Bicentennial Campaign for Carolina" concluded in 1995, exceeding its original $320 million goal by $120.2 million. Currently, the university is in the planning stages for its next major capital campaign.*

**The nation's first state university can trace the value of private support back to 1792, when a gift of land led to its founding a year later. It wasn't until the 20th century, however, that large legislative appropriations accounted for much of its support.**

Throughout the two centuries, the University of North Carolina at Chapel Hill fostered an intense pride in its alumni. When the "Bicentennial Campaign for Carolina" in 1995 was already $100 million over its original goal, a headline in *Carolina Connections* (Summer 1995) heralded the reason: "The Campaign Succeeded Because More Than 120,000 of You Gave Generously to Carolina." Sixty-eight of those gifts were at the $1-million and above level.

Among the most loyal Tar Heel donors all these years were members of the Kenan family, and the family continues to support the university today. During the campaign, family members gave almost $31 million, including $10 million to the Kenan-Flagler Business School for a new building and $9 million to the school for a new executive education facility. Since the conclusion of the campaign, the family has given an additional $2 million for the executive education facility. In a decade and a half, Frank Hawkins Kenan '35, who died in 1996, had completely transformed "the University's setting for business teaching, research, and service," noted the campaign newsletter.




Still, the university can't depend solely on one family—or even the legislature—for support. In 1995, Paul Hardin, then chancellor, noted,



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# 98 Campaign

## e office . . . n giving again." giving to the University Campaign?

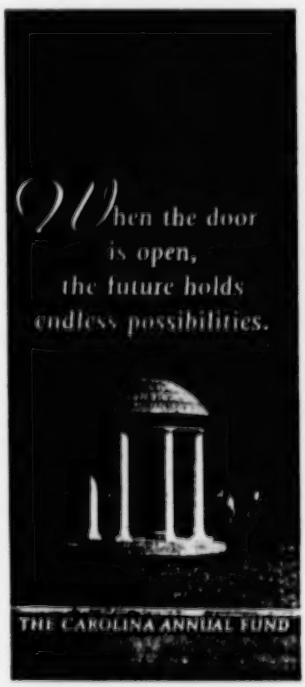
"Higher education in America is changing, and so are attitudes toward it. State funding for universities is no longer sacrosanct."

At the heart of Carolina's strategy to raise funds from other sources are the "five I's"—identification, information, interest, involvement, and investment.

"In addition, an emphasis on stewardship and developing and maintaining strong relationships with donors are often the keys to great success," says Margie Crowell, associate vice chancellor for development. Donors can see where their money goes through annual stewardship reports, special recognition events, and one-on-one communication with development staff. A strong administration and a strong academic program give donors additional incentive to give, Crowell adds.

"We have in Michael Hooker a chancellor who understands the importance of private support and external relations."

Faculty research and scholarship have also contributed significantly to successful long-term relationships with corporations and foundations, Crowell says. One example of a partnership that has been developed and strengthened over the past dozen years is the university's relationship with Glaxo-Wellcome. The firm has committed more than $30 million to support research, facilities, students, faculty, and programs.




## VITAL STATISTICS

**Institution**
State university with 22,806 students—63 percent undergraduates, 28 percent graduates, and 9 percent professional.

**Staff**
22 professional and 29 support employees in the Office of University Development and 48 development professionals in schools and units.

**Volunteer Organization**
300-member National Development Council, plus school and unit foundations and advisory boards, and 20-25 members of the Chancellor's Committee for Development.

**Reasons for Success**
1. Intense pride in the university.
2. Successful mobilization of volunteers.
3. Emphasis on stewardship.

**Contact**
Margie Crowell, Associate Vice Chancellor for Development, University of North Carolina at Chapel Hill, Office of University Development, CB 6100, 600 NationsBank Plaza, Chapel Hill, NC 27599-6100. Phone: (919) 962-4504.
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Web site: www.unc.edu.

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# *Hard Work and Common Sense*

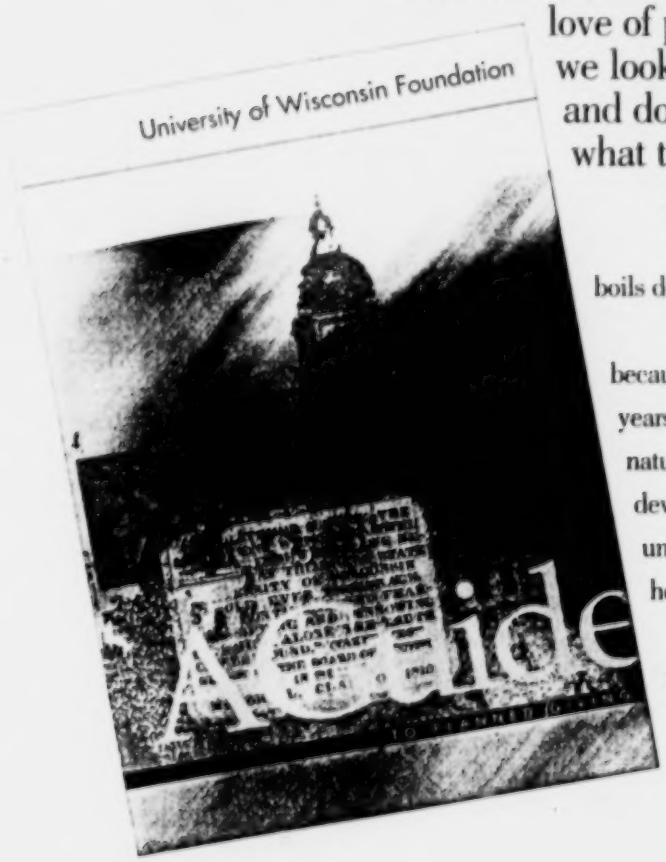
PUBLIC RESEARCH DOCTORAL INSTITUTIONS

**UNIVERSITY OF WISCONSIN-MADISON**

*A $100 million campaign for a new medical campus is in the planning stages.*

Ask Andrew Wilcox how to raise money, and he'll tell you there's no real trick to it.

"Everyone thinks there's an art or science to this business," says Wilcox, president of the University of Wisconsin Foundation. "All it is is hard work, common sense, and just a love of people. The kind of people we look for are people who come to work and don't make more of themselves than what they are."




And how do those people solicit gifts?

"We just ask for them," Wilcox says. "That's what it boils down to."

Development staff members are simply able to ask because they've built relationships with donors over many years, Wilcox acknowledges. "Given the complicated nature of a research university, the long tenure of development staff is important in interpreting the university's mission," he says.

Long-term nurturing of consistent but not necessarily top-level donors can sometimes yield pay dirt, he adds. "One of our top donors became extraordinarily wealthy very quickly," Wilcox



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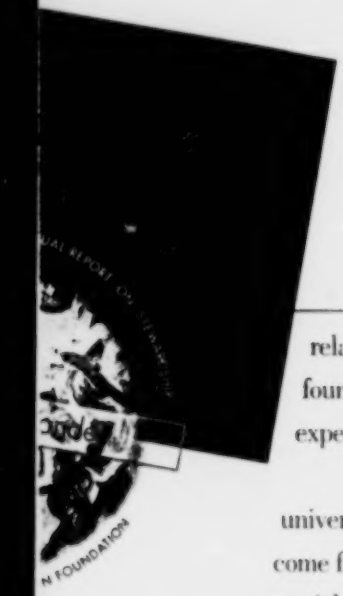
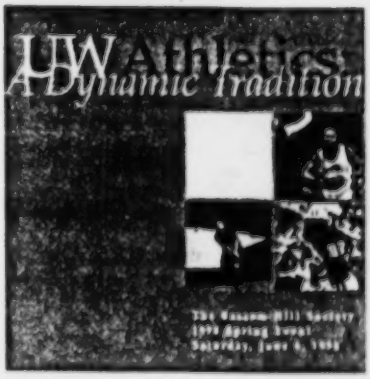


relates. The donor had always been generous, but his new-found wealth caused his gifts to increase beyond all expectations.

Some of the university's top gifts have come from donors who have special interests. One donor gave a $25-million lead gift for a $72 million basketball arena, and another provided nearly $19 million for a $34-million business school building.

In recent years, the state of Wisconsin has required private funding for new instructional and research facilties at UW—one-half of the construction cost in some cases. As the university plans for a new medical campus, the private funds required will be in the $100 million range.

Planned giving has taken on greater importance at the foundation, "mirroring the importance of most educational institutions," Wilcox adds. At the UW Foundation, it comes under the province of the vice president for legal affairs.




V I T A L S T A T I S T I C S

**Institution**
Research university with nearly 30,000 undergraduate and more than 10,000 graduate students.

**Staff**
45 professional and 30 support employees.

**Volunteer Organization**
More than 850 volunteers divided into regions nationwide.

**Reasons for Success**
1. A development approach that has become proactive.
2. Expansion of verifiable needs.
3. Alumni with an increased motivation and ability to give.

**Contact**
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Phone: (608) 263-0400.
Web site: www.wisc.edu.

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# *Raise the Level of Sophistication and Teamwork*

PRIVATE COMPREHENSIVE INSTITUTIONS

**HOOD COLLEGE (MARYLAND)**

*The "Campaign for the Second Century," launched in 1990, concluded in 1995, raising more than $58 million—$20 million over its initial goal. The college is currently in planning stages of another five-year campaign.*

"At Hood College, 'The Power of Education' is more than just a slogan," observes President Shirley D. Peterson. There's some powerful fund raising backing up that slogan as well at this college in central Maryland. Over the past eight years, the Development Office has grown considerably, both in sophistication and in results. Between 1990 and 1995, the staff, organized as a team, directed a campaign that surpassed its initial $38 million goal by $20 million.

"All members of the development office have a critical role to play in the success of each of the components of our goals," says Bruce Bigelow, vice president for external relations. By meeting regularly, staff members can strategize, focus on objectives, and figure out how they can help one another achieve their aspirations. Everyone on the staff, adds Bigelow, "should be sufficiently aware of the wide range of gift possibilities to be able to identify potential gifts and bring in those on our staff with technical expertise as is necessary to complete these gift transactions."

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That greater level of staff sophistication, Bigelow says, has paid off in a variety of gifts, including a donation from a family that involved trust-fund interest and real estate worth $3.4 million.

"It was a fairly complex gift," Bigelow says. Each of the four property owners—two graduates, a board member who did not attend the college, and a nongraduate—wanted to donate holdings in a slightly different manner. "We had stronger relationships with some members of the family than with others, but it was the kind of gift where you either did it for everybody or you didn't do it at all. We needed to work well with everybody and build a level of trust."

The next step was much easier—Hood used the funds to build a campus center and endow scholarships.

Bigelow offers some energizing inspirational advice for when an effort, no matter how creative, brings results that are less than expected. "Freedom to make mistakes is, we believe, essential to fostering creative spirit and building the common sense of ownership of the program and its results."

In addition to the power of education, the college now puts the power of electronics to work as well. Through Hood's Web site, graduates can tap into an array of information about the development effort—and also create a class Web page. The site includes a list of fund-raising challenges and details on how to give. There's even an electronic automatic giving program that lets donors debit their checking account or make payments through a credit card.

## VITAL STATISTICS

**Institution**
Private liberal arts college for women with 1,050 undergraduate and 850 graduate students.

**Staff**
Nine full-time professional and six full-time support employees plus six part-time student employees.

**Volunteer Organization**
About 300 volunteers serving on board of trustees and local business representatives board, as class agents, and with admissions network, annual fund support, and parents fund.

**Reasons for Success**
1. Professional integrity and technical expertise.
2. Strong team spirit.
3. Support of key group of volunteers.

**Contact**
Bruce Bigelow, Vice President for External Relations, Hood College, 401 Rosemont Ave., Frederick, MD. 21701.
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E-mail: bigelow@hood.edu.
Web site: www.hood.edu.

# *Galas Mark the Milestones*

PRIVATE COMPREHENSIVE INSTITUTIONS

**VILLANOVA UNIVERSITY (PENNSYLVANIA)**

*"The Villanova Campaign" concluded December 1997, with $140 million—$40 million over its goal.*

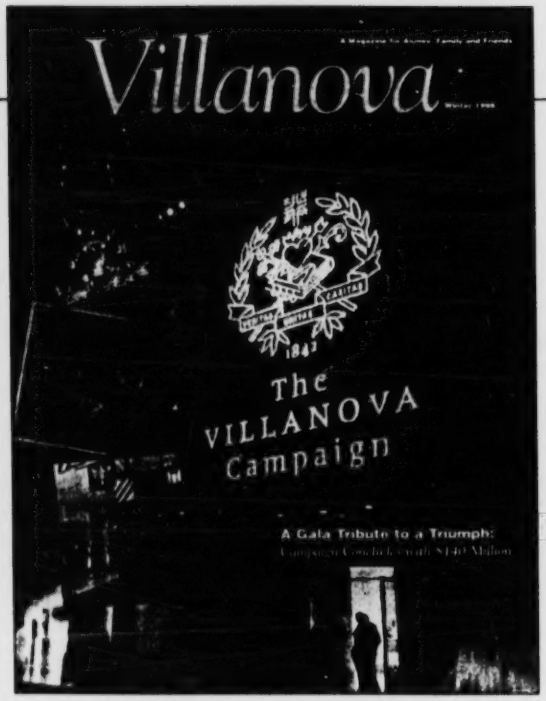
The marquee on Radio City Music Hall heralded the good news: "The Villanova Campaign: A Celebration of Milestones." Inside, more than 750 Villanovans had starring roles in the music hall's first-ever dinner held on stage. On that evening of April 25, 1996, alumni, friends, students, and fund raisers dined together and took a bow for reaching—a year early—the original $100-million goal of "The Villanova Campaign."

A year and a half before that, 400 guests had marveled at the transformed athletics Pavilion during a "black-tie tailgate" reception and dinner, complete with vintage cars and costumed students representing various historical periods. And on December 11, 1997, 600 Villanovans gathered for the campaign finale, held at the Metropolitan Museum of Art's Temple of Dendur. They celebrated a memorable milestone: The campaign had generated $140 million, 40 percent over its original goal.

"We've placed a lot of emphasis on sophisticated events," says John M. Elizandro, vice president for institutional advancement. The two Manhattan galas, along with an annual Steinway holiday party, served to reconnect alumni from New York, New Jersey, and Connecticut with their alma mater, beautifully sited on the historic Main Line near Philadelphia.

The university's president, the Rev. Edmund J. Dobbin, O.S.A.,'58, has been instrumental in how well alumni have responded to the campaign—and in the strategic planning process that shaped its focus.

"This is a president who traveled extensively on behalf of the campaign," Elizandro says. Many of the donors had little involvement with the university before their visits with Father Dobbin. "Most of them made




their decisions based on discussions with the president about his goals, and based on their interests."

When the campaign was launched, the university had no endowed chairs. Villanova now has 23 endowed chairs and professorships, with chairs valued at $1 million each and professorships at $500,000 each, Elizandro points out. "We had one $10 million commitment to the campaign," he adds. The lead gift, to be used for two chairs, a scholarship, and program support, inspired many other donors to step forward with their commitments.

Between 1990 and 1997, endowment grew from $19 million to $122 million. Villanova garnered a 1993 Circle of Excellence award, in part for increasing annual support by 47 percent. Robert M. Birmingham '66, national chairman of The Villanova Campaign and currently chairman of Villanova's board of trustees, devoted considerable time to traveling and hosting events. His example became the impetus for many other Villanovans to contribute their time and their philanthropy to the campaign.

A 1990 restructuring and expansion of the development office was a major factor in the campaign's success. More than 800 personal calls per year, plus a prospect-tracking system begun during the campaign, helped the staff learn more about how donations are made and what donors want.

By enlisting volunteers, staff members learned they could reduce the

## VITAL STATISTICS

**Institution**
Private university with 6,000 full-time and 512 part-time undergraduate students, 1,071 graduate students, and 775 law school students.

**Staff**
40 professional and support employees.

**Volunteer Organization**
100 campaign volunteers, more than 30 solicitation and cultivation volunteers, 105 annual giving volunteers, and about 100 class agents.

**Reasons for Success**
1. President who established a clear-cut vision for the institution and effectively articulated its needs.
2. Emerging presence and maturity of volunteers.
3. Well-attended, sophisticated events and communication vehicles.

**Contact**
Mary McRae, Associate Vice President for Development, Villanova University, Villanova, PA 19085. Phone: (610) 519-7973. Web site: www.vill.edu.

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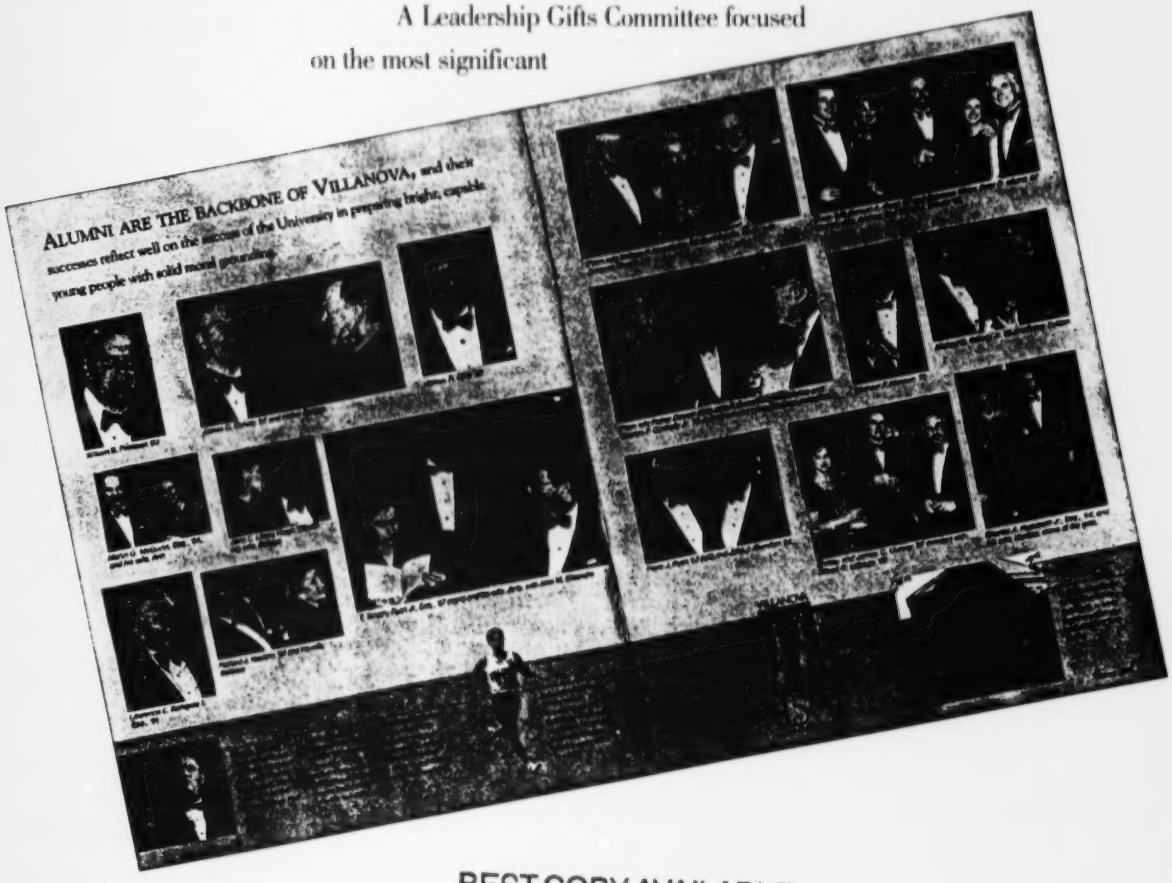
**VILLANOVA UNIVERSITY (PENNSYLVANIA)**

18-to-24-month time period it had been taking to close a gift by 33 percent. They discovered that their donors weren't comfortable signing pledge forms. "So we had to be creative in devising letters of intent, stewardship reports, and guidelines that essentially accomplish the same purpose of confirming amounts, payouts, and purposes of commitments," the vice president says. And they found out that while many of the donors did not want a public announcement of their gifts, they were quite comfortable talking with their peers, one-on-one. "Ultimately," adds Elizandro, "that served the same purpose of encouraging others to make their commitments."

A Leadership Gifts Committee focused on the most significant


ALUMNI ARE THE BACKBONE OF VILLANOVA, and their
success reflect well on the success of the University in preparing bright, capable
young people with solid moral grounding.

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prospects, engaged the most sophisticated volunteers, and became the focus of the president's time and activities.

*Villanova Magazine* devotes two pages per issue to institutional advancement. Much of the copy during the campaign offered insights into what prompts the philanthropy of individual donors. One article, for example, told of five graduates, all fraternity brothers. Their bonds to one another and to Villanova led each one to endow a student scholarship. As one alumnus described it, "The total Villanova experience was more important than just the academics. While I cared about academics, it was the people, both students and faculty, that left the most indelible impression."

Campaign literature emphasized that two factors—the strong support of alumni, parents and friends, along with the extraordinary leadership provided by the volunteer network—"have provided new strength and determination to fulfill the University's educational mission and enhance its competitive position while remaining true to its Augustinian traditions," the magazine reported.

# *Thriving Amid Transition*

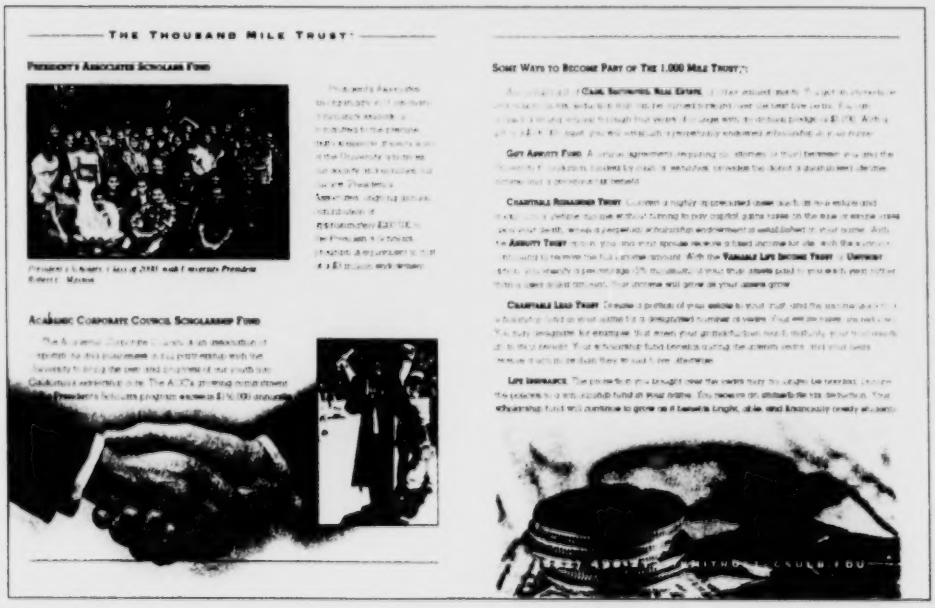
PUBLIC COMPREHENSIVE INSTITUTIONS

**CALIFORNIA STATE UNIVERSITY, LONG BEACH**

*The $100 million campaign announced in September 1997, commemorates the university's 50th anniversary. The campaign passed the $50 million mark before the end of 1997.*

Is It Children vs. Charity?" Not many readers contemplating planning their estate would skip past an article with that headline. Especially when the first words in the article are so reassuring: "No. There is no question that the family comes first." Not only is this newsletter catchy, it's full of candor, too. Another headline on the same page advises "Pass the Bad Asset" to the university (of course, the article explains how that tax-saving strategy would work.)

*Partners For the Future*, the planned giving newsletter from California State University, Long Beach, is one reason why the university is recognized as a center for training and expertise in estate and charitable gift planning. Housing the American Institute for Philanthropic Studies helps, too.


THE THOUSAND MILE TRUST™

PRESIDENT'S ASSOCIATES SCHOLARS FUND

ACADEMIC CORPORATE COUNCIL SCHOLARSHIP FUND

SOME WAYS TO BECOME PART OF THE 1,000 MILE TRUST™:

The campus that bills itself as "America's Youngest Great University" has devoted considerable effort to guaranteeing "California's legacy of opportunity to future generations," as it promises in its brochure on "The 1000 Mile Trust.™" That trust, with a name so clever they've trademarked it.



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builds endowment for full scholarships for top honor graduates of the state's accredited high schools.

Planned gifts are far from the only planning going on at the third largest campus in California's state system. In 1996-97, with its Division of University Relations and Development staff in transition due to promotions and departures, the campus raised more than $25 million. That total included over $14 million from corporations and more than $1 million from a single gift.

How did it happen? The dedicated staff, including a number of new hires, worked hard and worked together. In addition to handling routine fund-raising activities, staff members produced a weekly cable television show, maintained a highly successful public radio station, placed faculty and administrative commentaries in media across the nation, contacted more than 56,000 alumni through the annual fund, coordinated more than 100 advancement and university-wide events, and drafted charitable remainder trusts and annuities.

"The most successful components of our program are process and people," says Stephen Feldman, vice president for university relations and

## VITAL STATISTICS

**Institution**
Undergraduate and graduate university with 22,052 undergraduates and 5,379 graduate and postbaccalaureate students.

**Staff**
35 full-time employees in three divisions—alumni relations/annual giving, development, and public affairs/university publications.

**Volunteer Organization**
Hundreds of volunteers in groups that include the President's Board of Governors, the Academic Corporate Council, development advisory boards for each college or academic support unit, the 49er Athletic Association, and regional alumni groups in Orange and San Diego counties and New York City.

**Reasons for Success**
1. Fostering teamwork.
2. Sharing information.
3. Establishing clearly defined goals.

**Contact**
Stephen Feldman, Vice President for University Relations and Development, California State University, 1250 Bellflower Blvd., Long Beach, CA 90840. Phone: (562) 985-5197.
Web site: www.csulb.edu.

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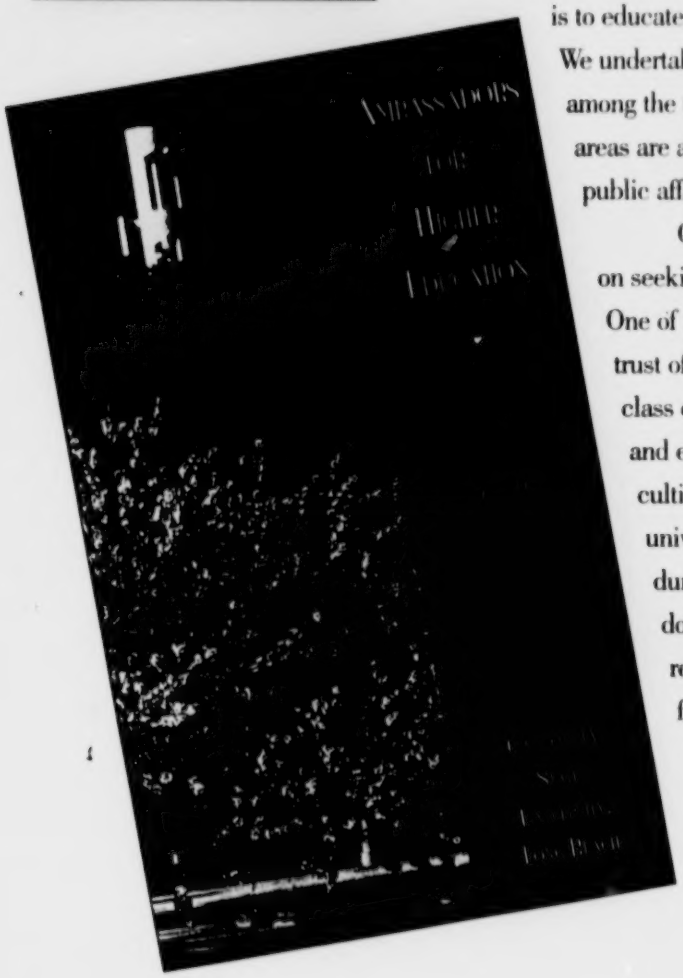
**CALIFORNIA STATE UNIVERSITY, LONG BEACH**



development. Only a decade old, the advancement program has become increasingly responsible for supporting a university undergoing a gradual transition from full state support to state assistance. "One of our primary goals is to educate our community that there is a need to support us. We undertake this huge task through a strong collaboration among the three areas of our advancement operation." Those areas are alumni relations/annual giving, development and public affairs, and university publications.

Over the past several years, the division has focused on seeking and securing major gifts, including deferred gifts. One of its largest cash gifts ever was a charitable remainder trust of more than $1 million, donated by a member of the class of 1951—the university's first graduating class. "Staff and every university president in campus history actively cultivated her and kept her involved in all aspects of the university," Feldman says. "She became a major donor during her lifetime, giving several hundred thousand dollars for child care and student scholarships. Her relationship with the university culminated with the funding of her charitable remainder trust."

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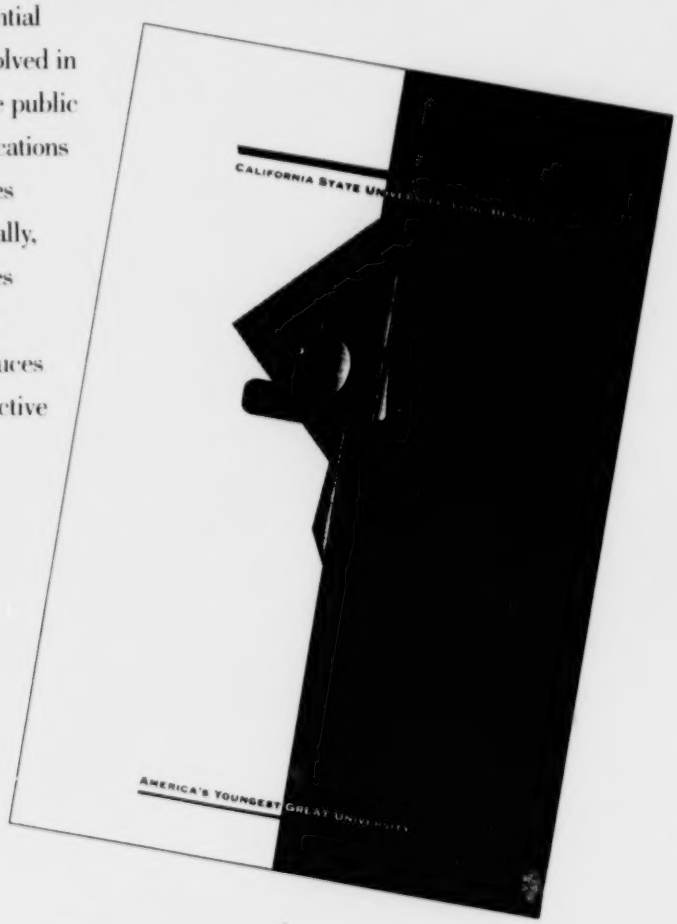
A faculty member's relationship with a donor led to the largest gift in 1996-97, a multi-million dollar one of equipment and software to the Department of Engineering. Feldman says faculty members are regularly involved in the development process in roles ranging from donor identification to gift solicitation.

The development staff's efforts are also bolstered by a strong volunteer network. Alumni and other volunteers assist with prospect screening, participate in donor strategy sessions, and attend meetings with current and potential donors. Also involved in the process is the public affairs and publications unit, which places articles strategically, proactively makes contact with the media, and produces those many attractive publications.

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# *A Vision Stretches to Alumni—and to the Deans*



**EAST CAROLINA UNIVERSITY (NORTH CAROLINA)**

*The "Shared Visions Campaign" concluded in December 1995 with $55 million—$5 million over its goal.*

"When the meek inherit the earth, they will likely do so through a bequest of sorts."
—from *The Legacy*, April 3, 1997

Potential donors who will be surfin' the Net until their dying days will rejoice when they come across *The Legacy*, the helpful planned-giving newsletter on East Carolina University's Web site. In plain English, it dispenses practical advice on how to assure your wishes, for instance, if you want "your sister Ruth to receive your emerald brooch." Surfers can also find a testimonial from a donor, Class of 1939, who shares her vision of why she gave money to refurbish Alumni Parlor.

Taking a leap of faith—not only into Cyberspace but toward a visionary goal—has become a way of life at East Carolina. It all began after a fund-raising consultant advised trying for no more than $35 million in the upcoming campaign. But East Carolina decided to reach higher, and in 1990 launched the $50-million "Shared Visions Campaign." In 1995, the campaign concluded $5 million over its target.

"One of the things the campaign did first was raise the fund-raising sights of the university," notes Malcolm Woodall, associate vice chancellor for institutional advancement. The development staff "discovered that there was very much of a base of support among alumni, particularly because of the university's impact on eastern North Carolina. Friends understood the value, and they came forward in very large numbers to support the campaign. We also found a good deal of good will among our alumni," Woodall adds. He

arrived at East Carolina in time to close out the campaign six months later, in December 1995.

In addition to increasing major gifts, the campaign uncovered even more potential for private support, prompting the development staff to proceed systematically with realizing that potential. The campaign's "sense of excitement" led to creating a successful constituency-based model of fund raising, says Woodall. Before the campaign, the deans had been skeptical about hiring fund raisers for their schools. Now, almost all the schools, along with the College of Arts and Sciences, have their own development directors.

"We found ourselves working with very willing deans who had bought into that constituency model. In a very professional way, we went about raising money for them," says Woodall. "Now we find that the deans are coming up with some real creative ideas on the table."

Sending the deans to a CASE conference targeted to academic administrators gave them the chance to talk with their peers, the associate vice chancellor explains. The deans could see "that what we had been telling them about a team effort was really true."

The deans are now busy putting together "inventories of opportunities" within their schools, tied to ECU's five-year strategic plan.

Several of the schools have also organized advancement councils consisting of 20 to 30 potential donors. Those councils will also be extremely useful in future campaigns, when East Carolina plans to make more use of volunteers than it did in "Shared Visions."

In short, sharing-the-vision has come full circle. Support from alumni and friends has spawned greater participation from administrators, deans, and faculty. And that has helped the university expand its network of current and future donors—and perhaps even find those Net surfers with emerald brooches to spare.

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VITAL STATISTICS

**Institution**
Public university with about 18,000 students enrolled in bachelor's, master's and Ph.D. programs.

**Staff**
The university has three principal foundations. The East Carolina University Foundation is the largest. (The other two raise funds for the health sciences and athletic programs.) The ECU Foundation coordinates most scholarship development and stewardship. The foundation's president is also vice chancellor for institutional advancement; his staff coordinates fund-raising and stewardship for academic programs and the university in general.

**Volunteer Organization**
Board of Directors of three institutionally related foundations.

**Reasons for Success**
1. Cooperation from senior administrators, deans, and faculty.
2. Commitment of ECU Foundation board.
3. Hard work of directors of development and volunteers.

**Contacts**
James L. Lanier, Vice Chancellor for Institutional Advancement and President, East Carolina Foundation Inc., Taylor/Slaughter Alumni Center, Greenville, NC 27858. Phone: (919) 328-1950 or Malcolm Woodall, Associate Vice Chancellor for Institutional Advancement, (252) 328-1949. Web site: www.ecu.edu.

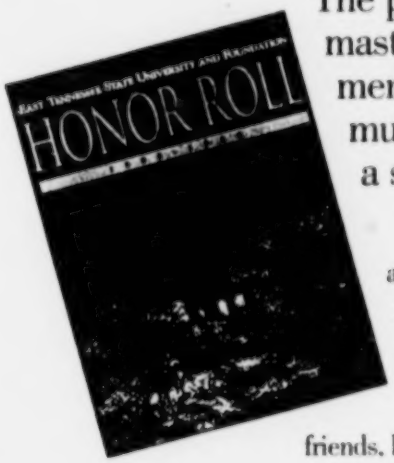
# *They Take a Stand for State*



**EAST TENNESSEE STATE UNIVERSITY**

*ETSU currently is involved in a feasibility study for its first-ever capital campaign.*

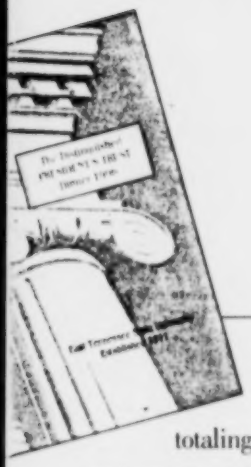
Climbing up the stone steps between two white columns are three grade-school-age children pictured from the back. Above them are the words; "ETSU. The Margin of Excellence." Flip the annual fund flyer, and there they are years later—two young women and a young man, coming down the stairs as smiling adults. The words above them read: "Thank You." The public university that boasts the world's only master's degree in storytelling and reading (not to mention the nation's only bluegrass and country music program in a four-year institution), can tell a story succinctly in photos, too.




What happened in the years between those two pictures? One answer might be that donors are taking the advice, "Stand up for State," as one of East Tennessee State University's fund-raising slogans urges. In 1981-82, the ETSU Foundation's endowment was less than $1 million. Within 15 years, with help from alumni, friends, businesses, and corporations in this southern Appalachian area, it grew to more than $26 million.

"It is evident that the combined efforts of dedicated supporters have made a difference," says Richard A. Manahan, vice president for university advancement and executive vice president of the ETSU Foundation. The foundation is the public institution's core leadership group and receives gifts to the university. Each of its 300 members annually contributes $500 or more.

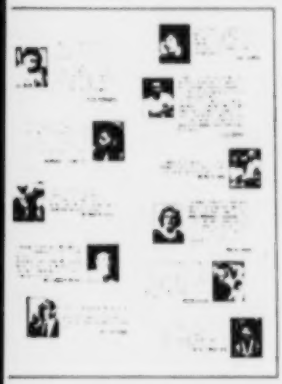
In those 15 years, the ETSU Foundation focused on the need for financial assistance for students, developing three successful campaigns.



The foundation established eight "chairs of excellence," each representing gifts of more than $1 million, and now totaling $16 million. Private donations have also made possible 250 endowments of $10,000 and above. The program has enabled the university to attract top scholars to the campus and provide students with high-quality education.

To support more scholarships, the foundation established the Committee of 1000 to raise $1 million. The effort, which quickly brought in $1.25 million, was followed by Challenge 2000, which seeks to establish a $2 million scholarship fund by the year 2000.

"By focusing on the mission of the university—educating students—we have been able to provide a sound base of assistance for tomorrow's leaders," Manahan says. The foundation averaged a 20 percent return on assets in 1995-96, ranking eighth among schools in the southeastern United States and 63rd nationwide. "We base our success on the building of strong relationships with potential donors to provide financial aid for students in pursuit of their educational dreams," he observes.



In its annual fund, ETSU becomes partners with the academic deans, who update alumni on their individual college's timely issues. The phonathon is tied into the college-by-college solicitations. A "phonathon facts" sheet with advice for callers suggests they "dial with a smile."

Smiles are the order of the day, too, in the brochure distributed to faculty and staff. Titled *I Stand Up for State and give at the office because...*, it offers quotes and photos from employees on why they give. One professor observes, "ETSU is our university. We should take care of it as we would any of our possessions." Two years after this first structured fund-raising effort with faculty and staff had begun, their gifts increased from $100,000 to over $250,000.

## VITAL STATISTICS

**Institution**
State university with approximately 12,000 students in undergraduate and graduate programs. About 240 students enrolled in Quillen College of Medicine.

**Staff**
23 full-time employees in the ETSU Foundation, Development Office, Alumni Association, and Pirate Club (for athletic programs).

**Volunteer Organization**
Leadership group includes 300 members of the ETSU Foundation, plus 23 members of the National Alumni Association, 21 Pirate Club board members, 985 Pirate Club members, and more than 200 members of college advisory groups.

**Reasons for Success**
1. Longevity of key volunteer leadership and university personnel working together as a team.
2. Strong, expert volunteer involvement in investment policies of the ETSU Foundation.
3. Active involvement of academic leaders throughout the institution.

**Contact**
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Web site: www.etsu-tn.edu.

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# *Celebrate a Donor's Individuality*

PUBLIC COMPREHENSIVE INSTITUTIONS

**UNIVERSITY OF TEXAS AT EL PASO**

*"The Legacy Campaign," publicly launched May 15, 1997, raised $38 million by the end of 1997 and seeks to raise $50 million by August 2000.*

It was his birthday, and he and his wife were taking a cruise to celebrate. They had just been seated at dinner when the waiter delivered a bottle of champagne, compliments of the University of Texas at El Paso (UTEP) development staff.

"That's our specialty—making things personal," says Jan Cavin, director of development and alumni relations at UTEP. The champagne recipient was a major campaign donor. Likewise, the fly fisherman who received a hat decorated with lures on the eve of his annual fishing trip; he was both a donor and volunteer.

"Staff members give highest priority to the details of stewardship," Cavin says. Carefully chosen compliments and appropriate tokens of appreciation often yield bountiful results. "If you were to ask any one of our major donors what we do better than anyone else, I think they would say that we take care of relationships."

All donors, without regard to donation amount, have a strong relationship with the school, which has been called "the engine that drives El Paso." Sixty percent of El Paso's public school teachers are UTEP graduates, as are many of the city's other professionals. They keep the symphony, theaters, and galleries going. The largest Hispanic majority university in the

nation. UTEP attracts about 85 percent of its students from the local region. The campus also has the largest percentage of Mexican national students in the nation. That direct impact on community and cultural life shapes the university's "case for support"—its list of reasons donors want to support UTEP.

The campaign also benefits from a strong volunteer network, which operates under the rule of an energetic retired CEO, Peter de Wetter. His rule is that all campaign volunteers must themselves be donors.

"Our job is to provide opportunity to people who otherwise might not have it," Cavin says. "The success of UTEP's fund-raising program has not been due to ultrasophisticated fund-raising strategies or high-tech presentations, but rather to the consistent application of the human touch in all aspects of donor and volunteer relations. This relationship, coupled with an exceptionally strong case for support, has created a momentum that has generated unprecedented results."

Low-tech, in fact, has a useful place in their fund-raising strategy. At the major prospect luncheons, held in the Rare Book Room of the library, a flip chart works just fine. Volunteers use it to illustrate how UTEP plays an important role in the future of El Paso, how private support will help make that vision possible, and why a donor's proposed endowment will mean smoother sailing—even when there's no champagne toast.

VITAL STATISTICS

**Institution**
Regional comprehensive university with about 13,800 undergraduates and 2,200 graduate and doctoral students.

**Staff**
12 professional and 12 support employees.

**Volunteer Organization**
65 members on13 volunteer committees.

**Reasons for Success**
1. Strength of the "case for support" and importance of institution to community.
2. Time and money spent by volunteer leaders.
3. Personal commitment of staff members and university president.

**Contact**
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Web site: www.utep.edu.

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# *'It's All About the Students'*



**AUGUSTANA COLLEGE**
**(SOUTH DAKOTA)**

*The four-year "Augustana Renewal Campaign" was launched in November 1994 with goal of $34.2 million—$22.2 million in cash and $12 million in deferred gifts.*

"We have had many graduates pursue careers as teachers, preachers, and nurses, but we don't have a lot of people who can make a $10,000 gift, let alone a million-dollar gift," sums up Keith Christensen, vice president for college advancement at Augustana College. But those Augie alumni have been taking lessons from their alma mater on how the rate of participation counts considerably, too. "A $50 gift is still significant," he affirms. Those gifts can leverage larger corporate and foundation support. "It's just as important to participate as it is to write the big checks," he believes.

Over the past decade, the college's annual giving rate has grown from 8 percent to more than 34 percent. That increase came from a concerted effort to educate alumni about the importance of giving and from the implementation of a solid annual fund program and a senior-giving program.

"It's nothing revolutionary," he adds. "You have to focus your efforts on the needs. People understand that." He and his staff constantly try to keep one thing in mind as they go about their work: "It's all about the students. You can't lose sight of the mission. We have great young folks here, and they're worth coming to work for every day and not coming home early every night. What we need to do is raise money for the education of some of the finest young people around." They come to the college in Sioux Falls—*Money Magazine's* 1992 "most livable city"—for the Augustana education of liberal arts in a Christian context.

The advancement staff's efforts are augmented by an active chairman of the board of regents, who made foundation and major gift contacts that

helped raise more than $3 million. In addition, the president is very involved with the four-year "Augustana Renewal Campaign," and has hosted more than 60 events around the country. Also supplementing the staff's efforts are board members and other volunteers, current and retired faculty, and even the students themselves.

"When students are awarded scholarships, we encourage them to write thank-you notes to the donors," Christensen says. "Sometimes the donors will come to campus or call the students, and they develop personal relationships. They know what they did had an impact on that young person."

Student workers make the calls in the college's phonathon, which started about 10 years ago. The calls also give students the chance to ask alumni to sponsor internships, to enlist them in updating the college's records, and to talk with them about their favorite professors. "It's hard to beat having a student who is making a very sincere effort to raise money. Students have a vested interest in this," the VP observes.

He enlists the "pillars" among the faculty in writing the annual fund letters, and encourages them to reveal their own reasons for giving. 'It's real emotional, tug-at-the-heart stuff," says Christensen. Getting an appeal letter from a favorite professor "may be all the difference it takes to have a buy-in," he notes.

Not all of those gifts are $50 ones. In November 1994, when the college kicked off the campaign, alumni were already well aware of Augustana's needs—and ready to give more than they had in the past. Still, Christensen says, "Some of these things are just luck sometimes." One of the largest gifts—$1 million for a new social science building—came from a couple whose three daughters had graduated from Augustana. The couple had sold their business and were looking for a way to reduce the tax consequences. One of the daughters knew a member of the Augustana advancement staff and mentioned her parents' situation. Staff members discussed the possibility of a social science building with the couple, and they acknowledged its importance and made their philanthropic gift.

VITAL STATISTICS

**Institution**
Liberal arts college with 1,452 full-time undergraduate students and 250 graduate and part-time students.

**Staff**
Six full-time professional and four support employees.

**Volunteer Organization**
Approximately 140 volunteers in Augustana Booster Club, Center for Western Studies, Augustana Fellows, and Library Associates. About 200 volunteers in constituency groups related to the campaign.

**Reasons for Success**
1. Campaign builds on the strength of annual program support and volunteers, and expands that involvement.
2. Growth in alumni participation.
3. Dedicated, experienced staff (including a very supportive president) and active board president, board members, and faculty.

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Phone: (605) 336-5521.
Web site: www.augie.edu.



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# *Starring the Powerful Traditions of Sisterhood*

PRIVATE LIBERAL ARTS INSTITUTIONS

**WELLESLEY COLLEGE (MASSACHUSETTS)**

*The "Campaign for $150 Million" concluded in 1992, raising $168 million and setting a record for all college fund-raising that year.*

In topping by $18 million its 1992 "Campaign for $150 Million," Wellesley set a record for all liberal arts colleges. And it clearly showed that women's philanthropy had come into its own. What to do for a second act?

During the next five years in that difficult post-campaign environment, the college cast in starring roles its tried-and-true traditions, including its volunteers. Wellesley's strength in fund raising grows from a long-standing partnership with more than 33,000 alumnae. In the early 1950s, all fund-raising programs were moved out of the independent Wellesley College Alumnae Association and became the responsibility of professional development staff at the college. In recent decades, the Office for Resources has worked closely with the Alumnae Association to organize activities and encourage close connections with graduates, parents, and friends.

The fund-raising program has benefited from loyal and generous alumnae, says David Blinder, vice president for resources and public affairs. Wellesley alumnae "believe in the college's mission to educate women who will make a difference in the world and understand the importance of philanthropy as the lifeblood of private higher education." Leadership and commitment from the college president and dedicated professional staff have also contributed to the program's success, he adds.

"As a development office, we depend on powerful traditions—inspirational alumnae reunions and a variety of alumnae leadership programs, active Wellesley clubs and alumnae networks worldwide, and the impact of

123 years of sisterhood," Blinder says. "But we keep our eyes on the future of the college and on innovations in educational programs and residential life that need to be realized for Wellesley to remain among the nation's preeminent colleges."

Once the campaign concluded in 1992, the staff devoted considerable time to stewardship of major gifts, cultivating major donors, and building up alumnae participation (it had fallen from 59 percent at the campaign's public launch to 47 percent in 1994-95). Two years later, it was back up, this time to 50.5 percent.

For the annual fund, every class has its own representative who works closely with college staff to manage solicitations. The college invites alumnae in the milestone reunion classes (10th, 25th, 40th, and 50th) to campus in the fall before their reunion for an "inside" look at college life. Classes celebrating quinquennial reunions are deployed on two fronts: Each class appoints a special gifts committee to target major prospects for unrestricted class gifts, and a leadership gifts committee to coordinate approaches to classmates capable of making major capital commitments.

Wellesley has an all-inclusive gift-crediting policy. Although only unrestricted gifts and current-use financial aid support are credited in annual giving totals each year, for the quinquennial classes the totals also include all gifts to the college for any purpose during the five-year reunion cycle.

Alumnae volunteers turn to the Resources staff for considerable help from backstage. Three offices (Leadership Gifts—$100,000 and above, Planned Giving, and Corporate and Foundation Relations) coordinate capital gift solicitation and cultivation. The Office of Development Services and Stewardship processes the "applause": some 20,000 gift transactions annually.

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VITAL STATISTICS

**Institution**
Private women's college with 2,300 undergraduate students and two self-standing research units—Wellesley Center for Research on Women and Stone Center for Developmental Services and Studies.

**Staff**
25 professional and 18 support employees in Office for Resources.

**Volunteer Organization**
40-member national development council and approximately 500 regional committee members in major metropolitan areas and annual giving reunion class volunteers.

**Reasons for Success**
1. Loyal and generous alumnae.
2. Strong leadership and unwavering commitment from college president, trustees, and alumnae volunteers.
3. Dedicated professional staff.

**Contact**
David Blinder, Vice President for Resources and Public Affairs, Wellesley College, 106 Central St., Wellesley, MA 02481. Phone: (781) 283-2221. E-mail: dblinder@wellesley.edu. Web site: www.wellesley.edu.

# *A Slice of Life for College Seniors*

PRIVATE LIBERAL ARTS INSTITUTIONS

**CENTRE COLLEGE**
**(KENTUCKY)**

*A five-year campaign concluded December 1997 with $76 million—$16 million over its goal.*

For 12 consecutive years, Centre College ranked No. 1 in the nation in the percentage of its alumni who donated to their alma mater. Hmmm...could it be the pizza? After all, development and alumni affairs staff members sit down to lunch with just about every Centre senior, individually or in groups. All 202 of them. "They see our faces and know who we are," says Mary McKee, director of development and alumni affairs.

McKee dishes up another and more likely reason for that great participation: "People leave here with a high degree of customer satisfaction. They know they've had a fantastic education."

In 1996-97, the Kentucky college didn't quite make it to No. 1, but alumni giving continued to hold strong, weighing in at 63.5 percent, with an annual fund total of $1.4 million, and a $9.1 million overall total. Still, Centre's fund raisers aren't lapsing into complacency with these high participation rates.

"We're focusing now on increasing the size of each gift," McKee explains. In many cases, volunteers simply ask alumni if they can increase their donations by a modest amount. "It's amazing how well that works," she says.

Annual giving is the meat and potatoes of Centre's development program, forming the basis for everything else the development office does. "Our staff never ceases to strive for excellence in every way, from doggedly

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tracking down alumni addresses and painstakingly personalizing as many of our solicitations as possible, to analyzing data to determine particular areas of success or problems and initiating programming to play on those successes or eliminate the problems," according to McKee.

Long after a student has graduated, Centre still sends mailings about the college to the parents. That's not because they don't know where their grads are: They have good addresses on 97 percent of alumni. It's because "we try to stay in touch with parents, especially those of younger alumni," McKee notes.

In its phonathon, the college enlists as many students as possible, including freshmen. About 10 percent of the student body work the phones in a year, some coming in night after night during the 12-night calling period. "We're not just raising money, but educating people. That's where the education begins. We have a captive audience," she says. The staff offers phonathoners about 45 minutes of training before the eager students begin dialing. "We don't give them a script—we like it to be natural," McKee explains.

Most of the college's top gifts have been the result of careful cultivation, but one recent $150,000 grant from the Knight Foundation arrived without solicitation. The grant, one of only five in the nation, honored Centre President Michael F. Adams for his outstanding leadership.

Leadership is served up on the development side, too. As McKee sums up, "One of the things we try to teach our students is to stay in touch; that's the message we preach over and over again." Oh yes—and think about sending Centre a slightly larger piece of that pie.

VITAL STATISTICS

**Institution**
Private liberal arts college with 1,002 undergraduates.

**Staff**
Nine professional and seven support employees in the Development Department.

**Volunteer Organization**
Two class agents for most classes and five gift club chairs.

**Reasons for Success**
1. Customer satisfaction. Students leave well-prepared for lives of learning, leadership, and service and have bonded with Centre and its people.
2. Loyalty of alumni: They believe it is their duty to give back to the place that gave so much to them.
3. Staff that strives for excellence.

**Contact**
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# *Odyssey of a College Reaching New Heights*

PRIVATE LIBERAL ARTS INSTITUTIONS

**LEBANON VALLEY COLLEGE (PENNSYLVANIA)**

*The "TOWARD 2001" campaign for $21 million was approved by trustees in fall 1991; it concluded on time in June 1996 with $23.9 million.*

"We are a planetary institution, and while it sounds a little bit like Star Trek, I don't know any other way to talk about it. I think the goal of sending every student abroad is a genuine ideal . . . the right kind of ideal for a college of the 21st century." Those are the far-sighted words of President G. David Pollick, who took office the day after Lebanon Valley College concluded its "*TOWARD 2001* Campaign" on June 30, 1996.

Along with his predecessor, John A. Synodinos, Pollick engaged in a lively, forthright Q&A, whose eight pages set the tone for the campaign's final report, *Exceeding the Challenge*. In their conversation, Pollick said he hoped that faculty would share his perspective of the "inseparability of the world of contemplation and the world of work." Synodinos pondered how to redefine success for the world's new realities. And without flinching, the presidential pair took on some of the major issues that small colleges face.

"T2001"—as the staff dubbed the campaign—secured $23.9 million, which was $2.9 million over the target. It was, in the words of Thomas C. Reinhart '58, "a cascade of confidence, conviction, and commitment that has lifted our College to new heights." Reinhart served as national chair of the campaign and chaired the trustees.

A challenge from the Kresge Foundation enabled Lebanon Valley "to re-energize volunteers, inspire phonathon callers, and conduct a vigorous 'end-of-campaign' direct mail effort," says Richard F. Charles, then vice president for advancement. They surpassed the challenge, securing $2.25 million for completion of the Vernon and Doris Bishop Library. Named by the husband as a loving tribute to his wife who had died two years earlier, the Bishop Library represented the campaign's top gift. (The trustee's generosity also made possible the college's first fully-funded academic chair.)

The second top gift resulted from a major, multi-year cultivation "and finally, the Kresge Challenge to seal the deal," notes Charles. In the Kresge Challenge itself—the college's third top gift—donors who contributed to the "share plan" at the level of $3,000 and above had a specific area of the Bishop Library designated as their gift.

The campaign's final year, 1995-96, brought a 25.1 percent increase in private support over the previous year, for a total of more than $4 million. Lebanon Valley that year also set new records for the number of donors and for total support. The college counted its successes in "people" terms as well—including the growing pride of those who returned for Homecoming, Family Weekends, Alumni Weekend, and Alumni Hostel, plus the many alumni volunteers who advise students on careers and serve as ambassadors.

As honorary co-chairs of the campaign, the college had chosen two touchstones of its "family feeling"—Drs. Clark and Edna Carmean '59. The lives of this endearing, enduring couple have been entwined with the college's ever since the Carmeans arrived on campus in 1933.

The private college's highly effective achievement-based scholarship program gives it an edge in competing with state-supported institutions. Students are awarded scholarships based on high school ranking; the awards range up to a one-half tuition for those in the top 10 percent of their class.

Linking up with the Lebanon School District, the college for about a decade has been enlisting its students as mentors and tutors for high school students through the Lebanon Valley Education Partnership. It begins by introducing 6th graders to the idea of going to college. An annual golf tournament raises funds for scholarships and program support.

In choosing a small college, the two presidents suggested in their conversation, students show they want to "be part of a real community, one constructed on a human scale in which meaningful relationships are possible," as Synodinos summed up. Pollick couldn't have agreed more: "Students in environments like Lebanon Valley's are finding a way to be more in harmony with the world."

VITAL STATISTICS

**Institution**
Four-year private liberal arts college with 1,275 undergraduates, 221 master's degree students, and 535 continuing education students.

**Staff**
Advancement staff of 17 includes a development staff with five professionals and four full-time and two part-time support members.

**Volunteer Organization**
Approximately 15 on Trustee Advancement Committee and, during the campaign, 17 on Campaign Steering Committee, plus six committees with a total of 10 chair/co-chairs, 32 vice chairs, and 119 members.

**Reasons for Success**
1. Loyal and supportive volunteer structure and donor base.
2. Seasoned staff who worked across departmental lines to achieve success.
3. A sense of an institution "on the rise," which was infectious and inspirational to staff, volunteers, donors, and the general public.

**Contact**
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# *Matchmakers Find Their Calling*

PRIVATE PROFESSIONAL OR SPECIALIZED INSTITUTION

**LUTHER SEMINARY**
**(MINNESOTA)**

*The five-year "Wellspring 2000" campaign began its quiet phase in July 1995 with goal of $65 million—$30 million for current operating support and endowment and $35 million in deferred gifts, primarily for endowment.*

"John Allen can see in his mind's eye the field where he was cultivating corn when he vowed to himself, 'Someday I'm going to help 100 people get an education.'"

"Rooted in Eleanor Yackel's memory is the image of shacks clinging to the hillside in a desperately poor area of Brazil."

Those words begin two profiles in a burgundy-and-gold-foil-stamped publication, *We Love to Tell the Story*, the theme of a celebratory dinner in honor of 15 individuals. The stories of faith that Luther Seminary loves to tell focus on "the personal missions of the donors, not on the size of the gifts or the needs of the institutions. Their stories become part of the seminary's story," observes Kathy Hansen, vice president for advancement.

Years ago, theological institutions like Luther rarely had to worry about raising money. Sponsoring denominations provided full funding, and outside fund raising was actively discouraged. But in 1987, after 30 years of slowly declining church support, Luther experienced cold reality when direct church support fell sharply. "Whining ensued, followed by aggressive fund raising," says Hansen wryly.

A decade later, private gifts account for 35 percent of the seminary's budget, and an undertaking that could be handled by one staff person in the mid-1970s has grown into a campaign with a goal of $65 million. Major donors include a strong base of non-alumni lay people. "Our major donors love the Lutheran church and they love their local congregation, but they have decided there is an upper limit to the financial support they can provide

to their home congregation," says Hansen. So they choose to support their church by helping to educate its young people at the seminary. Alumni, most of whom become ministers, also donate, but because their income is often limited, they rarely rank among major donors.

Four years ago, the seminary established the Leadership Circle, which recognizes and encourages current gifts of $10,000 or more annually. Since then, membership has grown from 18 to 45 households. Members, along with a small number of potential members, are invited to an annual weekend retreat with the president, key staff, trustees, and selected faculty and students. Gathering at Madden's on Gull Lake in 1996 for the third such retreat, they found inspiration in exploring the theme, "From Success to Significance: Meaning and Mission in Your Life."

"This is a time for spiritual growth, fellowship, and deepened commitment to one another and to the seminary," Hansen points out. The seminary furthers this spiritual link by sending Leadership Circle members quarterly audio cassettes featuring sermons, interviews, and stories about students, faculty, and other donors.

In the past two years, the program has produced four fully endowed faculty chairs and pledges for two more. And in 1996-97, eight households made outright gifts of $1 million or more.

There's a Yiddish word that tells the Lutheran story, too. "We often say that we in Luther Seminary's development office are yentas, or matchmakers," Hansen says. "It is our calling to help donors identify their personal missions and assist them in matching their own missions with the mission of Luther Seminary."

VITAL STATISTICS

**Institution**
800-student theological seminary that offers five master's degree programs and a doctor of theology program.

**Staff**
Ten professional and six support employees.

**Volunteer Organization**
More than 1,100 volunteers, including more than 100 working with the 17-member foundation board of trustees, a 24-member board of directors, and about 60 Legacy Project volunteer leaders who conduct interviews with potential donors.

**Reasons for Success**
1. Clear vision of the school's mission, articulated well by the president and developed by broad-based constituency.
2. Significant use of high-level volunteers.
3. Competent and experienced staff.

**Contacts**
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# *Full Speed to the Finish Line*

PRIVATE PROFESSIONAL OR SPECIALIZED INSTITUTION

**ROSE-HULMAN INSTITUTE OF TECHNOLOGY (INDIANA)**

*The 10-year "Vision to be the Best" campaign, launched in 1995 with a goal of $100 million, raised $92 million by the end of 1997.*

Talk about an incentive for student phonathon callers at an Indiana engineering school: two tickets to the Indy 500. Callers may race to those phones, "but they better stick to their engineering work—we don't pay them much!" kids Carol Wetherell, director of annual giving. Being in the winner's circle is home ground for Rose-Hulman Institute of Technology: In 1996, *U.S. News and World Report* ranked the institution as one of the top two in the nation among undergraduate specialized engineering institutions.

"Much of that success has been underwritten by the generosity of alumni and friends," says Darrell M. Loyless, vice president for development and external affairs. He points out that approximately 47 percent of their alumni donate to Rose-Hulman. "It is especially gratifying when one realizes that 25 percent of our alumni have graduated in the last 10 years," he says.

One alumnus from a different era has also contributed a great deal to his alma mater. Now retired after a



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FOCUS

ROSE-HULMAN INSTITUTE OF TECHNOLOGY • SUMMER 1998

OFF TO A STRONG START

*Rose-Hulman campaign reaches $50 million of $100 million goal*

CAMPAIGN AT A GLANCE

successful career in business, he made a major leadership gift to the "Vision to be the Best" campaign. (The institute promised not to reveal the amount).

"He came here as a young man of modest means, and worked in the cafeteria washing dishes, carrying trays, and cleaning up," Loyless says. "He made a large gift to the college because he felt that it had made a big difference in his life. We wanted to recognize him, but he said it wasn't necessary." Finally, the donor conceded. "He said, 'Why don't you name the kitchen after me?'" Adds Loyless, "We ended up naming the college's main dining room and kitchen facilities after him, and he felt that that was more than enough recognition."

Long before the checks started rolling in for the campaign, the institute started its engines through its Commission on the Future. This strategic group involved alumni and friends from around the world, along with the campus community. "It was strategic in that it looked at what was needed in the way of resources to reposition the college," sums up Loyless. "It was planning in the sense that it looked forward, laying it out from an advancement and a projects point of view."

## VITAL STATISTICS

**Institution**
Technology school with 1,480 undergraduate and more than 130 graduate students.

**Staff**
Five professional and five support employees in development office.

**Volunteer Organization**
402 volunteers, including 357 class agents, 15 faculty and staff volunteers, and 30 leaders of Parents Association and Wabash Valley Boards of Associates.

**Reasons for Success**
1. Loyalty and generosity of alumni throughout the campaign.
2. Support of faculty and staff.
3. Strong "town-gown" relationship with Terre Haute, Indianapolis, and the Wabash Valley; and strong support from Luce, Lilly, and Olin foundations, as well as major corporations.

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Web site: www.rose-hulman.edu.

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# *A Capital Success for Research*



**UNIVERSITY OF TEXAS SOUTHWESTERN MEDICAL CENTER AT DALLAS**

*"The Fund for Molecular Research" campaign began in autumn 1992 and concluded in spring 1995, raising more than $15 million over its $150 million goal.*

When the University of Texas Southwestern Medical Center at Dallas first contemplated "The Fund for Molecular Research," the magnitude of this capital campaign seemed daunting indeed. The $150-million goal was three times larger than any previous fund-raising effort by a Dallas institution. The funds would be restricted to research endowments, equipment, and buildings. And at the same time, the medical center had other irons in the fire: It was seeking major funds for scholarships, educational programs, and operational support—none of which was to be counted in the capital campaign total.

Unlike many academic medical centers, UT Southwestern historically has lacked the two most common populations of potential donors: (1) alumni from an affiliated undergraduate institution, and (2) a long history of providing medical care to patients with the means to make major gifts in gratitude for the good care they received. But the medical center could draw upon considerable civic pride.

Just before the fund began, two long-standing supporters made new multiyear, multimillion-dollar pledges for ongoing research projects at UT-Southwestern. That, of course, was a fortunate occurrence. But neither of those gifts would be counted toward the capital goal either.

Nevertheless, thanks to the dedication of 53 community members of a special Campaign Committee, and thanks to the remarkable generosity of supporters, the Fund surpassed its five-year goal in only two and a half years. It raised $165.4 million, more than $15 million over its target.

The campaign was launched in October 1992 with three of the largest donations ever made to a public college or university for medical research. "One of the unique aspects of the campaign was that the generosity of challenge donors enabled the medical center to offer dollar-for-dollar matching funds for many other gifts in selected areas, thus magnifying the effect of other donations," says Cyndi Bassel, vice president for university relations.

The fund was designed to ensure UT Southwestern's top ranking among international research institutions exploring medical genetics and related research fields and their applications to major medical problems. Understanding basic life processes at the molecular level holds the key to treating and preventing a majority of human diseases, including cancer, heart disease, arthritis, Alzheimer's disease, neurological and immune-system disorders, and inherited and developmental diseases.

From its modest beginnings in 1943, when it was born in a barracks as a small, wartime medical school, UT Southwestern has become a multifaceted academic institution. It is nationally recognized for its excellence in educating physicians, biomedical scientists, and allied-health personnel.

It is private support that has enabled this public institution to grow into a world-class medical center. Endowment of professorships, chairs, and centers, plus state-of-the-art facilities and equipment, make it possible to recruit and retain outstanding scientists and clinicians.

Following the conclusion of the campaign, the medical center has maintained close involvement with the donors who made it a success. "As projects come online that were funded through the campaign, contributors are updated on the tangible results of their contributions by being invited to tour buildings and labs and being provided with annual reports on the work of investigators who benefit from the funds," says Ruben E. Esquivel, vice president for corporate and community relations.

VITAL STATISTICS

**Institution**
Academic medical center with 800 medical students and 2,600 students in graduate and allied health programs, supporting more than 1,000 faculty in 18 medical specialties.

**Staff**
Three professional and nine support employees.

**Volunteer Organization**
No formal volunteer structure. Community volunteer leaders occasionally serve on special campaign committees.

**Reasons for Success**
1. Exceptional quality of programs being supported
2. Strong community commitment to philanthropy—specifically to international-caliber programs.
3. Strong sense among past and potential donors that gifts have been used effectively and managed well.

**Contact**
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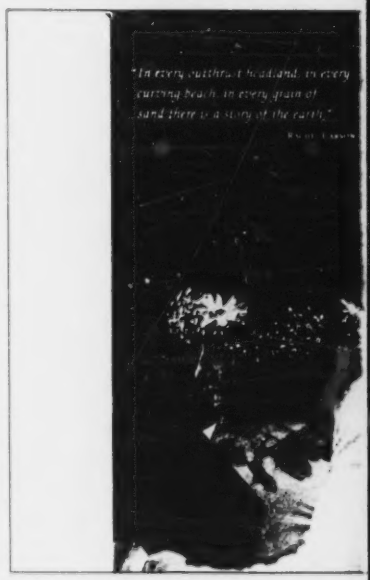
# *Outreach for Career and Life Choices*

INDEPENDENT SECONDARY BOARDING AND BOARDING/DAY SCHOOLS

**MISS PORTER'S SCHOOL (CONNECTICUT)**

*The "Olin Challenge," a mini-campaign to raise $6.6 million for the renovation of the arts, technology, science, and mathematics center, was launched in September 1995. The school's $22 million "150th Anniversary Campaign" concluded in December 1994.*

Forget the busy work. How do you keep an alumnae board enthused, engaged, and strategically focused? Miss Porter's School for two years has been guiding its active board in a self-study process to assure the best possible service to its constituency. They've looked at volunteer boards at other schools. They've wrestled with by-laws. They've devised action plans. And they've tried to find more ways to involve young alumnae and provide multifaceted career-related opportunities for working women of all ages—always a challenge for a small staff. "If we make this structure stronger, it will help us manage that larger structure out there," sums up Kathleen O'Connor, director of development.



In the 1990s, the Connecticut school has been reaching out more than ever to its alumnae to encourage them to maintain their connections to one another and to their alma mater. The effort gains momentum as alumnae return for their fifth reunion; volunteers vie to get as many classmates back for reunions as they can.

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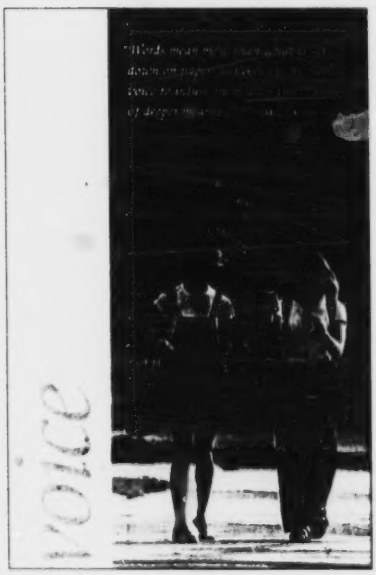
The development staff sponsors about 30 events each year and strives to involve alumnae in meaningful ways. "We really have intensified our travel and outreach," says O'Connor. "We try to do more things related to careers as well as 'life choices.' Alumnae are invited to speak on career panels or they can have a student be an intern with their company." She adds, "The more ways we can keep them in touch with the school, and the more one-on-one contact we have, the better it is." As the school redesigns its Web site, it will post more information on volunteer opportunities and alumnae programs.




In this combination of fund raising and "friend raising," the school also seeks to provide a support network to its graduates, many of whom are balancing challenging careers and families, O'Connor says. "We provide them with contacts when they move to a new area of the country," she says. "There's outreach not just professionally but in terms of their lives."

The "150th Anniversary Campaign," completed in 1994 to coincide with the school's Sesquicentennial, enabled Miss Porter's to tap into new sources of funds beyond the limits of its research and prospect lists.

Combined with close attention to prospect and gift development—plus the involvement of the head of school and board of trustees president—the growing outreach effort has paid off in an increase in funds from new donors. Plus, it has nurtured a strong loyalty that promises to benefit future fund-raising efforts.

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VITAL STATISTICS

**Institution**
296-student college preparatory boarding and day school for girls in grades 9-12.

**Staff**
Six professionals and five support staff in Alumnae/Development Office.

**Volunteer Organization**
More than 500 volunteers in areas of annual giving, reunion giving, major gifts, planned gifts, alumnae/reunion programs, alumnae/admissions programs, and parent programs.

**Reasons for Success**
1. Increased use of volunteers.
2. Increased use of staff members in field.
3. Consistent hard work and planning.

**Contact**
Kathleen O'Connor, Director of Development, Miss Porter's School, 60 Main St., Farmington, CT 06032. Phone: (860) 409-3620.
E-mail: Kathi_O'Connor@mps.pvt.k12.ct.us
Web site: www.mps.pvt.k12.ct.us.

# *'A Team' to the Rescue*

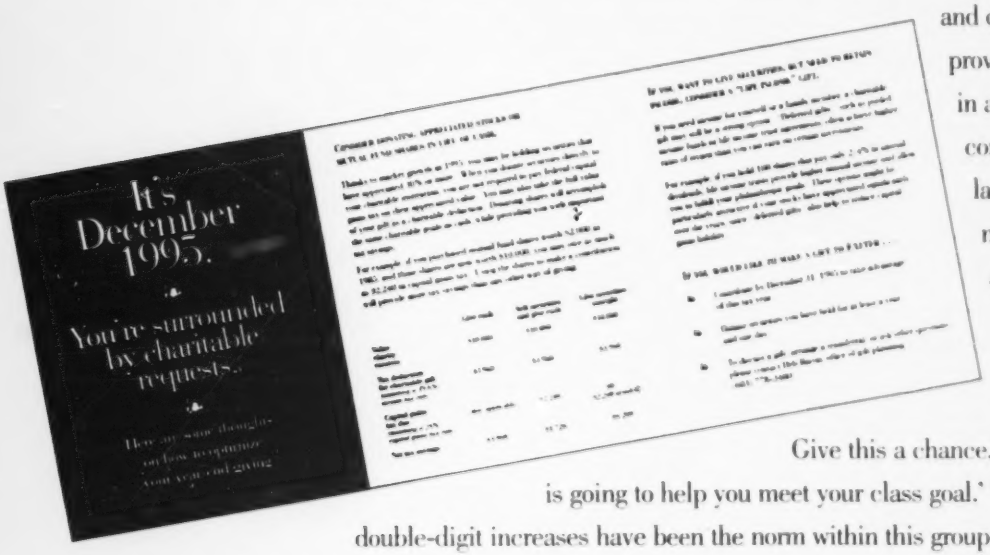
**INDEPENDENT SECONDARY BOARDING AND BOARDING/DAY SCHOOLS**

**PHILLIPS EXETER ACADEMY (NEW HAMPSHIRE)**

*There is no current capital campaign.*

Wayne Loosigian, director of annual giving, recalls the exact moment seven years ago when he realized he needed to enlist a crackerjack team of volunteer fund raisers. It was the time a phonathon caller ran up to him, shouting, "I got a thousand bucks out of Joe." "Joe" had given $1,000 the previous year. And the year before that. For five years in a row, as a matter of fact. "My six-year-old daughter could have gotten a thousand bucks out of Joe," Loosigian muttered to himself.

After that, Phillips Exeter began to try a different tactic with top prospects in each non-reunion class. Loosigian's office assigned about 10 prospects each to a new team of 40 volunteers—trustees, a few class agents, and others who had proven to be fearless in asking people to consider much larger gifts. "A number of class agents protested, but I played hardball and said, 'Trust me. Give this a chance. Remember, this is going to help you meet your class goal.'" Since then, double-digit increases have been the norm within this group.




"While we're volunteer-driven, we are also volunteer-realistic."



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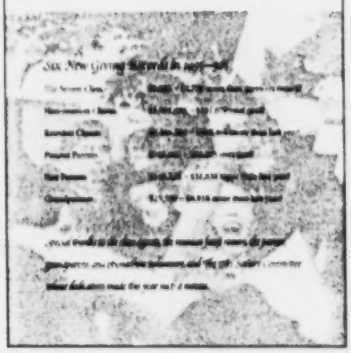

Loosigian says about his crackerjack team. "I treat a volunteer the same way as I do a paid staff person. I give them a time table. I ask them if we have an understanding about the goal. I tell them this is an educational institution, but I am its business arm. The volunteers nod their heads and say that makes all the sense in the world," for they really appreciate that he values their time.

Founded in 1781, Phillips Exeter is renowned for its academic traditions. Its organized fund raising shares in that limelight as well, dating back to the annual fund's beginning in 1922 (second oldest in the country). "The success we've had has been built on more than 70 years of history," says James M. Theisen, director of alumni/ae affairs and development. "We offer a strong product, and as a result, our graduates value what they received here."

To show Exonians that their school appreciates them, too, those who have given at the $1,000 and above level are treated to a call during the "thank-you phonathon." The school's 11th and 12th graders can select graduates to call—perhaps picking those who attended a college they're interested in, or who lived in their dorm. Conversations last five, 10 minutes, even longer. "Kids have found jobs and summer internships because of a good phone conversation," says Loosigian.

These and other efforts take the annual fund out of the "factory" mentality, Loosigian explains.

VITAL STATISTICS

**Institution**
992-student preparatory school for students in grades 9-12.

**Staff**
14 professional and 21 support employees.

**Volunteer Organization**
18-member board of trustees; 30-member trustee council; and 1,200 class officers, class correspondents, admissions representatives, regional association officers, reunion volunteers, class agents, capital giving chairs, and phonathon volunteers.

**Reasons for Success**
1. Teamwork among the development programs and between the fund-raising and alumni/ae relations efforts.
2. Strong reunion and class identification among alumni/ae.
3. Institutional investment in funding a complete major gift effort for both personnel and programmatic expenses.

**Contact**
James M. Theisen, Director of Alumni/ae Affairs and Development, Phillips Exeter Academy, 20 Main St., Exeter, NH 03833-2460.
Phone: (603) 778-3458.
Web site: www.exeter.edu.

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**PHILLIPS EXETER ACADEMY (NEW HAMPSHIRE)**

For each reunion class (25th through 50th), class agents solicit not only an annual gift, but a capital gift as well. Class agents learn their "job" in a manual that is often pirated by other schools, Loosigian kids.

Spring 1997

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Unlimited Opportunities for Learning

A Gift of Spirit and Substance

Special interests also draw special attention. "In 1989, we approached a small group of alumni and alumnae who crewed at Exeter. Their enthusiasm resulted in a much-needed new boat house," Theisen says. Phillips Exeter raised $10 million to improve faculty salaries by appealing to people "who we knew had a real fondness for their teachers." In 1994-95, the development staff set yet another goal—raising $40 million for more scholarships for students from middle-income families. In setting the long-term goal, they took into account the inflation rate and a growing percentage of planned gifts.

"The annual fund, with a participation rate of over 50 percent, has laid the foundation for us to succeed in all our fund-raising endeavors," Theisen says. For instance, the two-year-old major gifts program identified about 600 people as prospects, and development staff members

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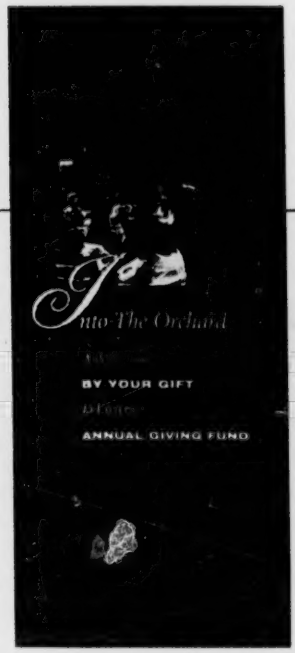
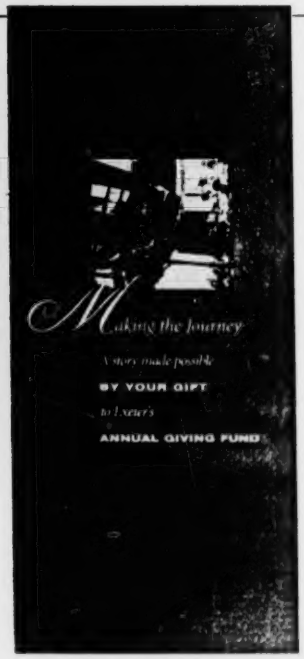
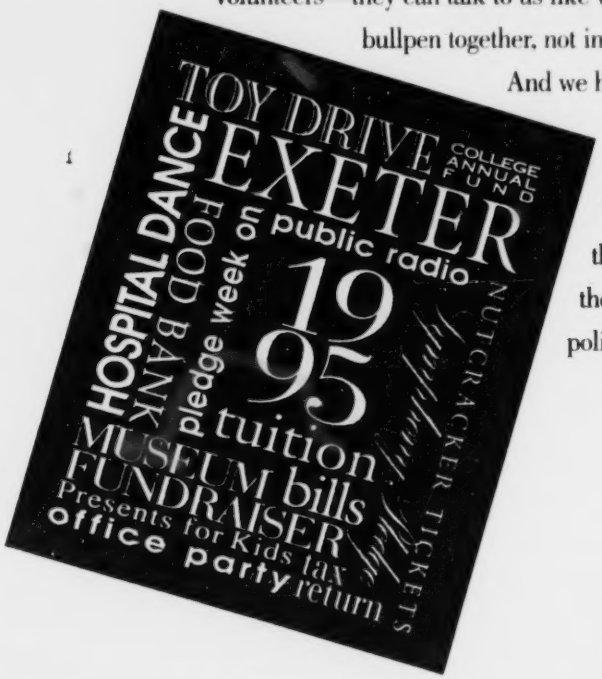
began visiting them. "It really has had an impact on our connectedness with alumni and alumnae."

The top gifts have arrived in a variety of ways. Explains Theisen, "One was solicited by the head of the school, one was staff-solicited, and one was a second planned gift that resulted from excellent stewardship and planned giving follow-up. Head, trustee, and staff partnerships have been key to our success."




At a staff meeting, to help new members understand why the development program has had such success, Theisen recalls summing it up like this: "We don't have a mission that is different from the school's. We use the same language as the academics; we're working for the same purposes. There is a unison of thought. As a staff, we project a oneness to our volunteers—they can talk to us like we're all in the bullpen together, not in separate offices. And we have trustees who are extremely supportive of us. They don't get into the toolbox. They focus their energy at the policy level."

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# *'Not to be Served, but to Serve'*

INDEPENDENT SECONDARY BOARDING AND BOARDING/DAY SCHOOLS

**THE TAFT SCHOOL (CONNECTICUT)**

*"The Campaign for Taft: Excellence Today and Tomorrow," launched in 1993, had raised more than $80 million by the end of 1997 and seeks to raise $100 million by December 31, 1999.*

For almost four decades, Lance Rue Odden, headmaster of The Taft School, has been living proof of his school's motto, "Not to be served, but to serve." Odden began as a teacher at the Connecticut boarding school in 1961. "As a teacher, coach, advisor, and headmaster, he has been directly involved with over 75 percent of our graduates," says Bob Campbell, annual fund director. "There's a long, solid connection there."

Odden also has been a magnetic force in attracting donations to the school and preserving its fundamental principles while spearheading its adaptations to societal changes. The importance of "embracing new ideas and prizing differences in others," as the school's Web site puts it, has become far more important than it was when Horace Dutton Taft, brother of future U.S. President William Howard Taft, founded the school in 1890.

Not surprisingly, students take public service seriously, with over 200 each year actively taking part in community service. And when they graduate, they keep the school's motto in mind.

Over the past decade, Taft's annual fund has more than doubled, and its endowment has quadrupled, thanks to a loyal and generous board of trustees. They have been instrumental in providing resources to strengthen the physical plant and meet the evolving needs of students and faculty, according to Campbell.

A rising sun logo symbolizes "The Campaign for Taft: Excellence Today and Tomorrow," which seeks to raise $100 million before the dawn of

2000. Two of its most shining success stories are already illuminating Taft's day-to-day life. The Nancy and Ben Belcher Learning Center—consisting of The Great Hall (with its collection of alumni books), the Library Reading Room, and The Hulbert Taft, Jr. Library—is a focal point of the academic community. The Lady Ivy Kwok Wu Science and Math Center, which opened in 1997, offers state-of-the-art teaching and learning space. It will feature a computer network linking electronically members of the Taft community to one another and to "the world of information beyond Watertown."

"We know that we need the big gifts, but it's very important for us to have wide, broad-based support," Campbell says. The most successful part of Taft's development program, he points out, are its current parents. Encouraged by the example of the trustees and headmaster, they have contributed more than $3.3 million to the annual fund over the past five years, participating at levels of between 92 and 95 percent.

In addition to current parents, many former parents have remained involved with the school and continue to donate. "We do not drop parents from our mailing list, even if they're parents from 40 years ago," Campbell affirms. "They stay on the rolls." On its Web site, Taft posts names and addresses of its world-wide Parents' Committee groups.

Together, current and former parents have committed $25 million to "The Campaign for Taft." Says Campbell, "Their support is truly remarkable."

The Web pages also offer annual fund donors a handy way to pledge by e-mail. Campbell cleverly provides them a compelling reason to do so: "Avoid the 'web' of solicitations during the year."

VITAL STATISTICS

**Institution**
540-student boarding and day college preparatory school for students in grades 9-12.

**Staff**
Six professional and eight support employees.

**Volunteer Organization**
225 class agents and 85 Parents' Committee members.

**Reasons for Success**
1. Loyalty and generosity of board of trustees.
2. Dedication of parents and alumni.
3. Consistent, strong leadership of headmaster.

**Contact**
Bob Campbell, Annual Fund Director, The Taft School, 110 Woodbury Road, Watertown, CT 06795-2100.
Phone: (860) 945-7745.
Web site: www.taft.pvt.k12.ct.us.

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# *A Habitat Ideal for Families*

**INDEPENDENT SECONDARY BOARDING AND BOARDING/DAY SCHOOLS**

**MILLBROOK SCHOOL**
**(NEW YORK)**

*An ongoing campaign aims to raise $40 million "just as soon as possible." Millbrook had raised $16 million by the end of 1997.*

On its 500 lushly wooded acres, there's a bird-banding station, a forest canopy walkway, a rehab program for wounded birds of prey, and the accredited Trevor Zoo. Some of the most lively creatures ever to roam this idyllic campus 20 miles from Poughkeepsie make their appearance in the Millbrook School's annual fund mailers: Its teachers, students, and graduates. Usually, there's a "family" photo—one from each species. One flyer depicted classroom scenes from the school's early days (it was founded in 1931), along with photos of today's teachers in the same poses. Even animals have been featured in the appeals because helping to take care of the zoo is part of the students' service to their school community. (They also run a store, bank, and recycling program.)

Obviously, the Millbrook community has learned to shepherd its resources. "Millbrook is pretty much a family school," says Robert Anthony, director of development and alumni affairs. It's also "a remarkable place," as those appeals state—offering as proof some memorable "remarks" (succinct quotes) from family members, including trustees. "We try to make it light and fun. We don't have long messages, because I don't think that's why people give or don't give," he adds.

Over the past several years, the school has achieved a 50 percent

alumni participation rate in its annual fund, raising more dollars per graduate than almost any other independent boarding school.

The development and public relations staffs work together to offer alumni this fresh, compelling view of their alma mater. Those three annual fund appeals each year are linked to a theme and accompanying story. "We use a lot of color photography and work with a designer," he says. "Whatever we do, it's got to be first-class. If it's worth doing, it's worth doing well."

As Anthony puts it, "There is incredible leadership and commitment on the part of the trustees in annual and capital giving. This success has come partly because we strive to build long-term relationships with members of our constituency, and hopefully that produces important dividends over the long haul. We don't have a three-year capital campaign and quit. We view every individual as a capital campaign. We try to get to know them and build relationships, so when they're in a position to help us, they do."

Millbrook's development staff members spend a good deal of their time traveling and visiting with prospects—an effort fueled by graduates who have contributed their frequent-flyer miles. (They've probably opted to walk instead, to get their exercise.)

Students can now exercise their options in the new Bradford and Cheryl Mills Athletic Center, whose 80,000-square-feet house an indoor hockey rink that can be converted into indoor tennis courts off-season. The donor, Bradford Mills, a trustee and graduate, was inspired by the famous line about the Battle of Britain having been won on the playing fields of Eton. In the fall of 1998, the school hopes to break ground on an arts center. "We anticipate that Millbrook will always be in a capital fund-raising mode," sighs Anthony. But at a small school there are compensations: He gets to coach golf on spring afternoons.

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VITAL STATISTICS

**Institution**
220-student boarding and day preparatory school for grades 9-12.

**Staff**
Four professionals and one office manager/assistant.

**Volunteer Organization**
More than 100 class agents and decade chairs, an Annual Fund chair, a Parent Annual Fund chair, a senior class parent chair, and an Alumni Fund chair.

**Reasons for Success**
1. Leadership of board of trustees and headmaster.
2. Enthusiasm and pride among constituency.
3. Experienced and seasoned development staff.

**Contact**
Robert Anthony, Director of Development and Alumni Affairs, Millbrook School, School Road, Millbrook, NY 12545. Phone: (914) 677-6752. E-mail: ranthony@millbrook.org.

# *Campaign-free Zone Looms Ahead*

INDEPENDENT SECONDARY DAY AND DAY/BOARDING SCHOOLS

**LOOMIS CHAFFEE SCHOOL (CONNECTICUT)**

*There is no formal capital campaign.*

It's been more than 14 years since the Loomis Chaffee School launched a formal capital campaign. And the Alumni/Development Office doesn't have any plans to do so.

"Because we believe that an institution should be constantly in touch with the top 1 percent of its constituency, we eschew a more traditional formal capital campaign in favor of regular contact with our top prospect pool," says John G. Clark, director of development. In fact, keeping in touch has become an "unshakable conviction" at Loomis Chaffee. "What has been accomplished is a consistency of relationships between a constituency and an institution. It's less transparent. People don't have the feeling that they're being constantly hit up."

That approach has paid off for the school chartered in 1874 as an institute for boys and girls. "It's clear in our fund-raising totals," Clark says. "We have been among the top 10 of all secondary schools in the country in total voluntary support the past two years."

Despite the Connecticut school's reluctance to declare a formal campaign, Clark will concede that they're in the midst of what he calls "a $100 million effort." There's no specific deadline, but he expects it to reach its objective in about five years. By the end of 1997, the school had reached the $42 million mark.

"Many people disagree with our approach, but it works for us," Clark

says. "The reality is that there are a handful of individuals who give 90 percent of the money."

To find that "handful" capable of major gifts, in almost all cases, Loomis Chaffee has employed traditional development processes, Clark says. Those include identification of donors—chiefly among alumni— and extended cultivation, solicitation, and stewardship. The school's head, associate headmaster for external affairs, and Clark are the three key staff individuals in maintaining contacts with major donors. "We see good stewardship as the pivotal step to the next gift. Our best prospects are those donors who have already given," he affirms. As part of that stewardship effort, scholarship students write letters to their benefactors.

The annual fund is an integral part of the development program. "It is strong because our energy is not being diverted by a campaign," the development director observes. Everyone in the office takes an active interest in the annual fund, which is valuable in identifying major gift prospects.

The third part of the program, planned giving, began only seven years ago. "There have been few shortcuts to our success," Clark says, adding with a smile, "We await the blockbuster bequest that will some day come from an as-yet unidentified alumnus."

Clark takes a modest, longitudinal view of the development enterprise: "I want all the professionals in this office to think of themselves as fund raisers and not worry about what pot gets the money—it's all one. The gifts that come in happen to come from the efforts of people years ago—we're just here to receive them. And we're planting the seeds for people down the road. We're aggressive, but we don't for a minute think that our efforts alone are responsible for our success."

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VITAL STATISTICS

**Institution**
725-student boarding and day school for grades 9-12.

**Staff**
Eight professionals and three administrative assistants.

**Volunteer Organization**
23-member board of trustees, including six-member development steering committee, plus about 425 alumni and parent volunteers who work on behalf of the annual fund within a class agent solicitation system.

**Reasons for Success**
1. Consistency in approach.
2. Consistent visits to key alumni and friends.
3. Length of service among key development staff.

**Contact**
John G. Clark, Director of Development, Loomis Chaffee School, 4 Batchelder Road, Windsor, CT 06095. Phone: (860) 687-6272. Web site is under development.

# *Loyal Long After Graduation*

INDEPENDENT SECONDARY DAY AND DAY/BOARDING SCHOOL

**REGIS HIGH SCHOOL**
**(NEW YORK)**

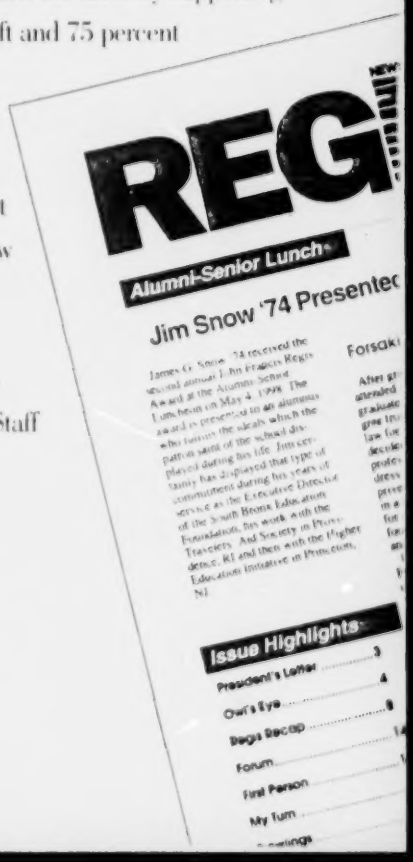
*The "Ensure the Legacy" campaign concluded in 1996 after two and a half years, raising $16.5 million—$1.5 million over its goal.*

On Tuesday mornings, most fourth-year Regians are "skipping class." That is, they're out tutoring in inner-city grammar schools, playing with toddlers in day care, or volunteering in hospitals and nursing homes. Students at Regis High School, 40 percent of whom are sons of immigrants, commute daily from New York City's neighborhoods to this private Catholic school with an explicit commitment to serving the poor. In the Jesuit tradition, Regians train to become "men for others," and part of that commitment is giving back to their school.

Every student who has attended Regis since its founding in 1914 has done so on scholarship. In turn, Regis alumni return the favor by supporting their alma mater—60 percent make an annual gift and 75 percent give within each three-year time period.

"People who have gone through here know they were here because of someone else's generosity," says Ronald J. Ferreri, vice president for advancement. "And the kids who are here now know it's alumni generosity that's paying the freight."

Still, the Regis development staff tries to remain low-key in its solicitations, Ferreri says. Staff


REG
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Forum
First Person
My Turn

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concentrate their efforts on offering professional help and networking opportunities to alumni and even sponsoring basketball leagues and social hours. Ferreri, for example, recently invited alumni to a session on the 'Net, the Extranet, and other interactive technologies for business.

"It's been mentioned to us on more than one occasion that we don't beat up on alumni the way their colleges do," he says. "The thing we've really been trying to do of late is be more things to the alumni. People don't just roll over and send you money without you working on it." That low-key strategy may stem from this fact: It wasn't until the late 1960s that the school's foundress and her children reluctantly agreed to allow alumni to contribute to the school's financial support.

In addition to donations from alumni, Regis receives a good deal of help from foundations, several of which are steady supporters.

"I could be flippant and say that we got our top gifts by asking for them," Ferreri says. "That is, indeed, what we did."

Flippancy aside, the loyalty of Regians goes way back—and reaches way out. One Regian on his Web page talks of how "graduates of Regis share a bond that seldom exists among college graduates, much less typical high-school chums. A chance meeting of a fellow alum results in an immediate friendship...." After all, in the days of St. Ignatius Loyola in the mid-1500s, early Jesuits wrote to King Philip of Spain: "All the well-being of Christianity and the whole world depends on the proper education of youth."

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Summer 98

Francis Regis Award

JW

Regis. Jim
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Jim born '74

many children, however, were en-
countering "frightful starvation,
not only in their stomachs, but also
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Fr. McClain described Jim's ca-
reer: "At each of these organiza-
tions the work has been in one
form or other the work of educa-
tion, thereby giving those in need
an opportunity to get ahead
through achieving a higher level of
learning and skill. This has
brought Jim in contact with the
homeless, at-risk youth, Puerto
Rican immigrants, those struggling
with various forms of substance
abuse, as well as those trying to re-
establish themselves after being re-
leased from jail.
"Jim has worked with mothers los-
ing custody of their children be-

continued on page 63

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VITAL STATISTICS

**Institution**
525-student Jesuit preparatory school for boys.

**Staff**
Three full-time professionals, a part-time professional, a full-time administrative assistant, and a half-time administrative assistant.

**Volunteer Organization**
About 75 class fund chairs and alumni council representatives.

**Reasons for Success**
1. Grateful alumni who give back to their school in many ways.
2. Alumni organization that has been in place since 1934, with accurate records since the early 1950s.
3. Low-key approach to fund raising.

**Contact**
Ronald J. Ferreri, Vice President for Advancement, Regis High School, 55 E. 84th St., New York, NY 10028.
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# *At the Intersection of Dollars and Dreams*

INDEPENDENT SECONDARY ELEMENTARY DAY SCHOOL

**THE WESTMINSTER SCHOOLS (GEORGIA)**

*"Framing the Future," launched in 1994, originally sought to raise $50 million by the end of 2001. At the end of 1997, with $54 million raised, the goal was revised to $75 million.*

"We want everyone to have a chance to give their dream gift, and we want their dreams to intersect with our dreams." With that kind of attitude, it's no wonder Westminster is already miles ahead. Peter A. Rooney '80, director of development at The Westminster Schools, continues: "We want to treat every donor like the chairman of the board and every gift like the biggest one we've ever received."

In the original road map, when this Atlanta school launched its "Framing the Future" comprehensive campaign in 1994, it hoped to reach $50 million by 2001, Westminster's 50th-anniversary year. At the end of 1997, with four more years to go, the campaign had sped past $54 million. Now, Rooney says, "We will be looking at a goal north of $75 million over this period. This is the first 'large' comprehensive effort of this school. We have successfully raised our donors' sights about what is possible."

Staying on course in the annual fund is a big reason why Westminster has been doing so well, he maintains. "The annual giving message has been a consistent one for 18 or 19 years. A huge portion of annual gifts goes to faculty salaries. We also focus on financial aid for kids who deserve to be here but can't afford it. We hope that every solicitation is an appropriate one, and that we haven't twisted any arms."

The road to success also passes through another vital area, Rooney adds. Westminster offers students a quality education, and donors want that to continue. He adds that the schools' existing endowment and physical plant

testify to donors that their gifts will be put to good use, and that no abrupt detours are planned.

Ten years ago, when Westminster was undergoing reaccreditation, a committee developed a plan for the development office's staffing, budget, and fund-raising targets over the next decade. "It's been amazing to look back at that," the development director notes. "Our staff looks exactly like we said it would look like. The reaccreditation process that can be somewhat of a grind turned out to be pretty good for us."

In building that framework for Westminster's future, Rooney says, it was vital to make sure that all needs would be considered at one time. "We can't look just at bricks and mortar," he emphasizes. "We have to endow each construction project with 66 cents on the dollar" to provide for upkeep and maintenance.

Development staff members have built relationships with the top donors over the years and are comfortable asking directly for major gifts when the need arises. No matter how small the gift, the staff is always willing to work with donors and treat them with respect, Rooney points out.

Graduates can track the campaign's progress on Westminster's informative Web site. They can read about the completion of the new "hands-on" science building, Robinson Hall, with its exploratorium and greenhouse. They can discover how class sizes have been decreased with the addition of The Gay and Erskine Love Hall at the Irene and George Woodruff Elementary School. And they can click on images of the proposed Turner Gym expansion. In seeking gifts for the expansion, Rooney plans to involve the schools' teams from the past (it now boasts 64) to create some momentum for the project. "As Atlanta moves forward in the ranks of leading cities," the Web site campaign summary notes, "Westminster must continue to surge ahead and remain a leader in the field of education."

VITAL STATISTICS

**Institution**
1,730-student independent Christian college preparatory schools for grades K-12.

**Staff**
Nine full-time and two part-time employees in the development office.

**Volunteer Organization**
124 capital campaign volunteers, 275 annual fund volunteers, and 18 estate planning professionals who assist with planned giving on a volunteer basis.

**Reasons for Success**
1. Quality of the school and donors' commitment to preserve that quality.
2. Strength of endowment and physical plant as a motivation to give.
3. Consistency of annual giving message.

**Contact**
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# *Aim for the Top—with the Right Timing*

NON-INDEPENDENT SCHOOLS

**GEORGE SCHOOL**
**(PENNSYLVANIA)**

*The $28-million "Second Century Capital Campaign for George School" was launched in May 1994 with $10 million raised in its quiet phase. The campaign, set to close at the end of 1998, had raised more than $24 million by the end of 1997.*

At George School, students hail from 30 states and 30 nations (its Web site even has a Spanish version). But when it comes to looking toward the second century at this Pennsylvania school, members of the advancement staff find themselves gazing in one direction—up.

"One of the most successful aspects of the program has been the focus on the very top prospects, where multiple gifts have been frequent," says James McKey, director of advancement. "Adding staff to cover more major-gift prospects has been a change in the philosophy of fund raising at our school over the past five years, and it has paid off. We need well-trained staff members who have the ability to interact with sophisticated donor prospects."

In the $28-million "Second Century Capital Campaign for George School," the top two donors, both graduates, have been involved with the school for years. "One donor has made three gifts totaling $2.3 million for three different dormitory projects," says McKey. "These gifts set the pace in the campaign and were included in the first $10 million." The head of the school and a previous

CAMPAIGN·UPDATE

Long Gift Helps Campaign Sparkle

"Giving to George School is like drinking champagne. The fine taste and the memory of the moment come back to you over and over again."


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director of advancement understood this individual's interest in improving the dorms and involved him in the planning for the future of residential life.

The other donor, McKey says, gave the school its largest gift ever—$3.3 million in stock. "She had made a pledge to give over time, but a forced cash sale of a company made the timing of the gift of that company's stock right," he says. "The gift established an extensive endowed scholarship program with some funds set aside for a dormitory renovation. In addition to this gift, she had made an earlier gift to the campaign of $500,000 for a faculty chair, and she subsequently made another $500,000 pledge for a dormitory renovation." The donor lived far from the Pennsylvania school and was unable to travel, so advancement staff members visited her regularly, keeping her informed about the school's needs and explaining how her philanthropy had been put to use.

"The scale of that stock gift was something that was unheard of for our school," he says. "We already have students benefiting from the scholarship program."

Developing those close relationships with top donors has enabled staff to understand the timing of events in donors' lives, McKey points out. Staff also make suggestions that can help donors avoid capital gains taxes and benefit in other ways.

"We all know that our programs get carried by a handful of top donors," he says. "We know we wouldn't succeed without success on the top."

VITAL STATISTICS

**Institution**
540-student Quaker boarding and day school for grades 9-12.

**Staff**
Seven professional and four support employees.

**Volunteer Organization**
About 30 members of a national volunteer committee that helps plan campaign strategies and solicits gifts of $25,000 and up. From 10 to 50 volunteers in each of six regional campaigns nationwide.

**Reasons for Success**
1. Focus on top prospects.
2. Successful integration of planned giving into campaign.
3. More than 2,500 campaign donors in constituent base of 10,000, plus involvement of many volunteers around the country.

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# Overall Fund-Raising Improvement

# *100 Years Old, and Glowing with New Life*

PRIVATE RESEARCH/DOCTORAL INSTITUTIONS

**NORTHEASTERN UNIVERSITY**
**(MASSACHUSETTS)**

*"The Centennial Campaign for Northeastern" was launched in 1991 with a goal of $225 million, the largest in the university's history. The Campaign concluded in December 1997, raising more than $268 million. Northeastern, which has launched a capital campaign every six or seven years, will move into a planning and assessment stage before launching the next one, and has a goal of sustaining private support at $27 million annually.*

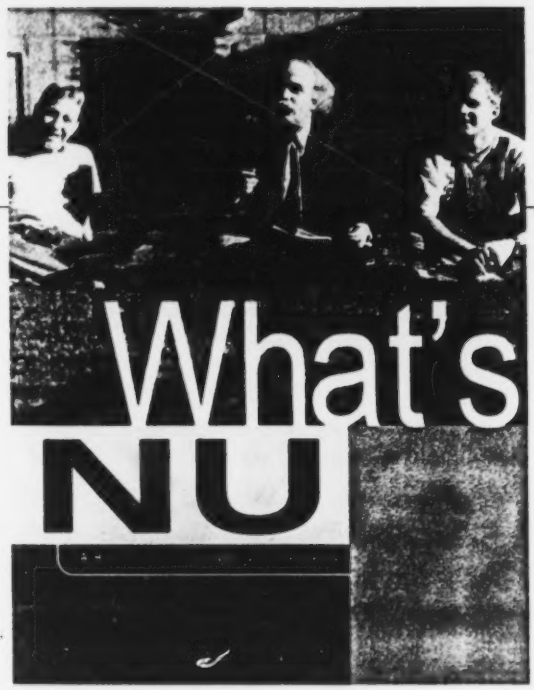
They tore down a parking lot and put up a paradise: the Centennial Common. They opened up a sports and recreation palace with a glorious glass façade. They burst out of cramped quarters and moved into a new research center.

*What's NU?* (as the title of the Centennial Campaign report cleverly put it). Everything, just about everywhere you look at Northeastern. Even the student body has changed; no longer a commuter school, the campus in Boston is home to students from all 50 states and 100 countries. But they still flock to the renowned cooperative education program to gain work experience, and many still go on to become entrepreneurs.

Over the past decade, Northeastern has undergone some amazing changes. What was once a stark cluster of buildings on Huntington Avenue has become an urban oasis of tree-lined pedestrian paths, award-winning landscapes, artworks on walls and lawns, and state-of-the-art facilities.

These changes took place—and are continuing to take place—thanks to "The Centennial Campaign for Northeastern," which concluded in December 1997, raising $268 million. Northeastern will celebrate its 100th year in October 1998.

At the campaign's start, the development staff implemented a college-based model of fund raising, with a senior development officer assigned to each school. Deans were empowered and encouraged to become an integral part of the




campaign. The college case statements helped to instill in the deans a sense of ownership. Members of the newly created volunteer college resources committees actively took part in soliciting gifts for the individual schools.

Also playing a crucial role in the campaign's success were the highly professional senior staff members in the Office of Corporations and Foundations. They worked closely with deans, senior faculty, and volunteer leadership committees to increase corporate and foundation support. The results have been dramatic. In 1993-94 , only 20 percent of total university support, or $3.3 million, came from corporations and foundations. By 1995-96, that figure had risen to 69 percent, or $16.1 million.

The main reason for this dramatic increase came about because Northeastern developed a strategy to match faculty strengths with corporate needs, especially in electrical engineering and computer science. Also contributing to the increased support were collaborations with other universities and community-based organizations around educational, health, and social service programs.

During the campaign, Northeastern received 17 gifts of more than $1 million. The two largest alumni gifts were for more than $6 million each, and the names of the donors are on the buildings that they made possible. More than 3,000 people a day use the Marino Center, named for trustee Roger M. Marino '61 and his wife, Michelle. The Maureen and Richard J. Egan ['61]

VITAL STATISTICS

**Institution**
Cooperative education university with 11,387 full-time undergraduate students and 2,748 full-time graduate students.

**Staff**
47 professional and 25 support employees.

**Volunteer Organization**
Hundreds of volunteers on campaign cabinet and on committees such as leadership gifts and corporate gifts. Northeastern has a long tradition of enlisting a senior trustee as chair of a capital campaign.

**Reasons for Success**
1. A compelling case statement.
2. Improved and expanded staff and volunteer leadership structures.
3. More focused major gift strategy than in the past.

**Contact**
Richard L. Meyer, Senior Vice President for Development, Northeastern University, 360 Huntington Ave., Boston, MA 02115. Phone: (617) 373-2109. Web site: www.neu.edu.

**NORTHEASTERN UNIVERSITY (MASSACHUSETTS)**

Engineering/Science Research Center increased campus research space by 50 percent. Other alumni gifts were used to fund endowed chairs and scholarships, an outdoor sculpture park, and art acquisitions.

The university also received a $7 million commitment of computer software from Cadence Design Systems for the Department of Electrical and Computer Engineering; the commitment was obtained through faculty networking with the sponsor's corporate scientists in research and development. A $5.6 million grant from the W.K. Kellogg Foundation for a program to advance community health development can be credited to the fund-raising staff's expertise and to

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the redesigned curriculum in the College of Nursing.

"When the mind connects past and present, theory and application, the self and the world, it creates moments of unparalleled excitement," notes President Richard M. Freeland in *What's NU*. In that publication's action-packed 16 pages, readers can gain insights into the lives and motivations of the major donors. For example, Stanley A. Young '46, in describing his own eclectic tastes in art, observes, "Art for me is an intellectual involvement, an opportunity to have an expression that isn't measured in profit or production, but in self-satisfaction." Young and his wife, Barbara, donated five sculptures for the sculpture garden, as well as other works of art throughout the campus.

Not all is new at NU. In demolishing an opera house no longer viable, Northeastern uncovered a treasure of the past: a cornerstone from 1908. Inside the stone were Caruso recordings, sheet music—and business cards from those who had helped to erect the opera house.

# *Winning Ways Doubled the Giving*

PUBLIC RESEARCH/DOCTORAL INSTITUTIONS

**UNIVERSITY OF CONNECTICUT**

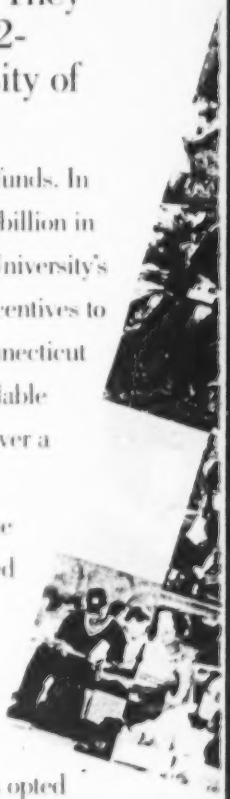
*The University of Connecticut is currently in the quiet phase of a campaign that it hopes to launch publicly in FY 2001.*

After a hefty incentive from state government, and a heartening investment by university alumni and friends, Husky donors added a third "win" to a win-win partnership for the state's flagship university. They broke the record in 1995-96, tallying up a 62-percent increase in total gifts for the University of Connecticut.

One of those winning ways came via bonds and matching funds. In the fall of 1995, the Connecticut General Assembly authorized $1 billion in bonding over 10 years for extensive physical improvement of the University's campuses. Known as UCONN 2000, the bill provided financial incentives to increase private giving dramatically through The University of Connecticut Foundation. To encourage philanthropy, the legislature made available $20 million in state matching funds for gifts to endowment made over a three-year period.

Donors responded quickly and enthusiastically, glad for the chance to have their gifts doubled. When the university approached the General Assembly for an extension, it received an additional $52.5 million in matching funds to be available during the remaining seven years of UCONN 2000.

The origins of the other "win"—a strengthened foundation—date to 1994. That's the year the university's trustees opted



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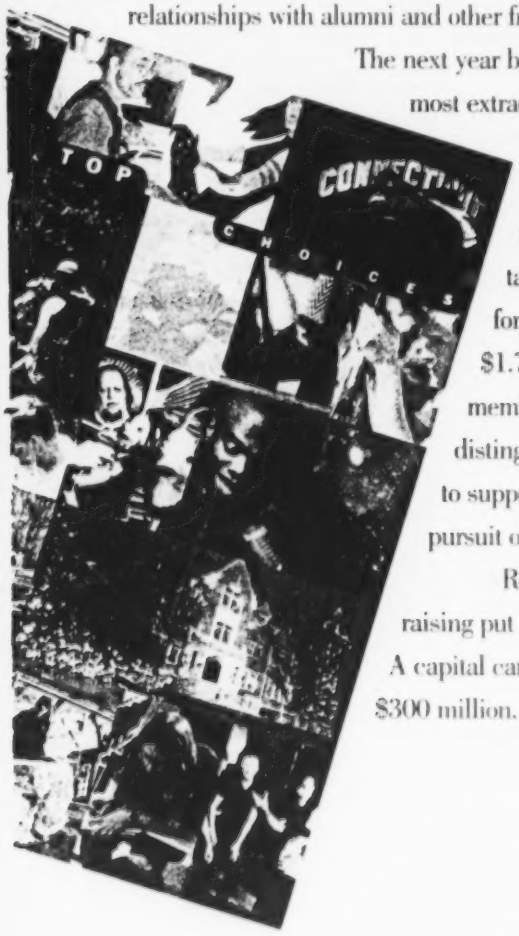
to invest in development and institutional advancement and to recognize the 30-year-old foundation as the primary organization for coordinating private fund raising. With that endorsement, the foundation set about to build its staff. And it encouraged staff members to be creative and entrepreneurial, to plan strategically, to benchmark performance, and, of course, to strengthen relationships with alumni and other friends.




The next year brought UConn more good news: its two most extraordinary gifts. The first, $1.5 million from an alumnus and his wife, established an endowment for the university's center for gifted and talented education and created a chair for talent development. The second gift, $1.75 million from the son of a faculty member and an alumna, made possible a distinguished chair in chemistry and a fund to support undergraduate students in their pursuit of the sciences.

Revitalizing the foundation and fund raising put the pieces in place for the next step: A capital campaign geared to raising $200 to $300 million.

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VITAL STATISTICS

**Institution**
Public research university with 14,000 undergraduate and 8,000 graduate students.

**Staff**
53 professional and 23 support employees.

**Volunteer Organization**
42-member board of directors.

**Reasons for Success**
1. Connecticut General Assembly's unprecedented investment in the university's strategic goals—the UCONN 2000 legislation.
2. Vision and leadership of university board of trustees, foundation board of directors, and professional fund-raising and asset-management services provided by The University of Connecticut Foundation and its board of directors.
3. Extraordinary support of alumni and other friends.

**Contact**
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# *Spend Time with Prospects*

PRIVATE COMPREHENSIVE INSTITUTION

**SAINT FRANCIS COLLEGE (PENNSYLVANIA)**

*The 150th Anniversary Campaign, quietly launched in 1996, raised $7 million by the end of 1997 and seeks to raise $14 million by the end of 1999.*

At Christmas, Easter, and Valentine's Day, Saint Francis College alumni can open their mailboxes and find a holiday mailing from a loved one in Loretto, Pennsylvania: Saint Francis College. Sweethearts hold a special place in the college's heart—each homecoming has a popular brunch for those who met their mates on campus, says Raymond P. Ponchione, director of development.

Through segmenting its annual fund mailings and using special interest appeals, the college can touch the heartstrings. One recent effort, for the classes of 1964 through 1967, sought funds for an endowment in the name of a classmate who died in Vietnam. Two other mailings solicited gifts for scholarships from classes in the eras of a retired president and a retired accounting professor.

Founded in 1847, Saint Francis College is the oldest Franciscan college in the United States and one of the oldest Catholic colleges nationwide. But members of the development staff aren't tied to doing things as they've always been done. They're willing to try new ideas and programs to improve their results.

"A big part of our success is that we're spending more time with prospects," says Ponchione. "It's just getting the right people on the

development staff to be able to cultivate and solicit prospects. We spend a lot more time looking for opportunities and a lot more time following through on those opportunities."

One of the most notable components of the development program over the past several years has been the ongoing planning process, Ponchione says. Professional staff analyze weaknesses and strengths and propose practical actions. Using the program, the staff completed a capital campaign in 1994 that exceeded its $7.15 million goal by nearly $4 million. They then began a second campaign in 1996 with a goal of $14 million. Between 1993-94 and 1995-96, the number of alumni donors increased by 35 percent, and their contributions rose by 71 percent. Contributions by individuals who were not alumni or parents increased by more than 100 percent, gifts from corporations rose by 77 percent, and the total contributed by all donors rose by nearly 60 percent.

"Moreover, a comparison of 1995-96 to 1996-97 showed a 30 percent increase in total giving," Ponchione says. "It's a clear indication of the sustained success of the development program.

"We make sure we ask everyone for an annual gift, even those alumni and friends who are making capital gifts," he notes. "We explain the need for annual gifts at the beginning of the fiscal year, and then we follow up—with a fall phonathon, a spring phonathon, and reminder letters."

In addition, Saint Francis has begun to redesign its Web site to make it even easier for alumni to participate in college life—including signing up for the heartfelt homecoming brunch.

VITAL STATISTICS

**Institution**
Liberal arts college with 1,300 undergraduate students and 700 master's degree candidates and continuing education students.

**Staff**
Six full-time professionals, one part-time professional, and five operational staff members.

**Reasons for Success**
1. Completion of an electronic screening and search program that identifies top prospects and locates new prospects among alumni, parents, and friends, and development of a program that rated and ranked the college's 15,000 prospects.
2. Organization of a system to identify, cultivate, and recognize the college's top 100 prospects.
3. Emphasis on board of trustee and trustee development committee involvement in capital and annual fund-raising activities.

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# *Light the Way with Expertise and Alumni Ambassadors*

PRIVATE LIBERAL ARTS INSTITUTIONS

**ANDERSON UNIVERSITY (INDIANA)**

*"The Anderson Challenge," launched in the fall of 1993, raised more than $57.1 million by the end of 1997 and seeks to raise $75 million by December 31, 1999.*

Anderson is a university community "whose very life comes from igniting one more spark that may be set against the darkness," as its campaign case statement affirms. So a flame of light illuminates the logo of "The Anderson Challenge," the effort to raise $75 million by December 1999. It shines on the path of the development and advancement staff as well.

When a donor came to the staff for guidance on how to develop a piece of property, staff members knew just how to be a beacon of help. The donor transferred unimproved property to the university through a charitable remainder unitrust in excess of $1.5 million. Since she wanted to develop the adjacent property that she had retained, staff members directed her to major real estate developers. The involvement of the developers also proved to be crucial in the land she had contributed to the trust. In addition, the staff assisted the donor with instituting an asset replacement strategy through her insurance advisor.

Although the donor had been associated with the university for about two decades, the gift probably would not have been made without this kind of staff support. "We have particular expertise in planned giving here," says Robert L. Coffman, executive director and counsel for development. "I'm a



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lawyer, and we have accountants, a certified professional planner, a certified financial planner, and someone who's certified in real estate management. We're able to deal with some pretty complex gift arrangements, which may be unique for a school our size."

That size is on the upswing: An enrollment of 2,250 at a campus designed for 1,500 helped fuel the campaign, and several hundred more students are expected to alight by 2000. The campaign case statement subtly highlights the fund-raising truism that donors prefer to support a strong cause; the publication points out that the university has demonstrated its fiscal stability through 28 consecutive years of budget surpluses. Almost half of the campaign is for endowment and about one-third will create a physical education/athletic/wellness center and develop a university center, among other physical plant plans.

The development staff's experience again proved invaluable when another donor offered a $5 million unitrust, to be paid to the university at the end of five years. Coffman says the situation was especially interesting because the donor is in his 30s and is neither an alumnus nor parent.

"He's involved in a Church of God congregation and met several people who were alumni," Coffman says. "He thought there was something about these people that he really valued and appreciated, and he decided that the common denominator was Anderson University. It's really a story of our alumni being really great ambassadors."

Three of the four campaign co-chairs are Anderson alumni who let their lights shine in another way: as gospel recording artists. Songwriters Bill and Gloria Gaither talk of their commitment to Anderson as an "investment of limitless returns—an investment in lives."

## VITAL STATISTICS

**Institution**
Church of God (Indiana) university with 1,670 traditional undergraduate and 268 adult undergraduate students, 175 master's degree candidates, and 70 seminary students.

**Staff**
7.5 professional and 4.5 support positions in development office and advancement services office.

**Volunteer Organization**
15-member volunteer campaign cabinet, 12-member community advisory committee, and 20-member alumni cabinet.

**Reasons for Success**
1. Longevity of service of fund-raising staff.
2. Professional preparation of staff.
3. Commitment to donor stewardship.

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E-mail: rmoore@anderson.edu.
Robert L. Coffman, Executive Director and Counsel for Development.
Phone: (765) 641-4053.
E-mail: bcoffman@anderson.edu.
Web site: www.anderson.edu.

# *Profit from the Unexpected*



**BUCKNELL UNIVERSITY (PENNSYLVANIA)**

*"The Bucknell Campaign: Preparing for the Next Century," officially launched in November 1996, raised $107 million by the end of 1997 and seeks to raise $150 million by December 31, 2000.*

He was a farmer, 96 years old, who lived alone. He had attended Bucknell in the 1920s. A student phonathon worker called him just to talk, to let him know what was happening on campus, to ask him what it was like during his time at Bucknell. She gulped when he offered to make a contribution because he hadn't donated in many years. No one had asked him. But because they had had such a nice conversation, he eventually pledged $100,000. . .over the phone. She later paid him a visit to thank him. Since then he has passed away.

"We have dozens of stories like that," says Bob Gaines, manager of development communications. They may not all be as dramatic, but they are the stuff of legend in Bucknell's new dedicated calling area for its student callers.

In 1995-96, Bucknell received a record $13.6 million in gifts from alumni, parents, friends, and organizations. It was the second year in a row that the university tallied an overall gifts record, and it nearly doubled the $7.9 million raised in 1993-94.

Annual giving achieved a record $4.3 million in gifts for operating support in 1995-96, says Gaines, and alumni participation rose to 38 percent from 36 percent in 1994-95 and 32 percent in 1993-94. Gifts to endowment

totalled $8.6 million, endowed scholarship funds were bolstered by $6.4 million, and new future-year commitments grew dramatically, from $13.9 million in 1994-95 to $21.9 million.

"Much of this improvement can be attributed to the success of the nucleus phase of 'The Bucknell Campaign: Preparing for the Next Century,' Gaines says. The campaign seeks to raise $150 million by December 2000. He points out that the university's 1996-97 contributions were also impressive, including $38.8 million in new commitments of future contributions. The professional staff has "a good blend of long experience and young excitement" and constantly seeks creative ways to increase annual gifts.

The campaign's largest single pledge, $15 million, came in the summer of 1996 from a trustee, R. Theodore Ammon '71. At the campaign kickoff, a gala dinner-dance in the University Fieldhouse, Ammon publicly acknowledged that as he has grown older "I have also come to realize that the value of my educational experience at this university has far exceeded its cost."

"Part of the gift is a $5 million challenge to other donors," Gaines says. The donor is matching contributions to endowed scholarship funds. "In just 16 months, the challenge has been oversubscribed . . . a pleasant surprise."

Those student callers are full of surprises, too. Gaines talks of two Bucknellians who went on to become fund raisers for Harvard. They still volunteer for Bucknell. "They know Bucknell needs the money," Gaines says with a smile.

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VITALSTATISTICS

**Institution**
Liberal arts/engineering university with 3,400 undergraduate and 200 graduate students.

**Staff**
33 professional and 25 support employees in the Divison of University Relations.

**Volunteer Organization**
About 1,400 volunteers working as reunion gift chairs and committee members and in various areas of university advancement.

**Reasons for Success**
1. Effective communication of the university's needs and strong response by Bucknell's various constituencies.
2. Dedicated and talented corps of volunteers assisting in fund-raising and non fund-raising activities.
3. Strong, experienced, and highly integrated staff.

**Contact**
Bob Gaines, Manager of Development Communications, Cooley Hall, Bucknell University, Lewisburg, PA 17837. Phone: (717) 524-3200.
Web site: www.bucknell.edu.

# *Travel and Teamwork Stretch a Town's Boundaries*



**DOANE COLLEGE**
**(NEBRASKA)**

*The $25 million "Facing the Frontier of the 21st Century" campaign, launched July 1, 1995, raised nearly $20 million by the end of 1997.*

A pet food plant, a mill producing products for cereal and brewing companies, a large family-owned furniture store, and some light industry are the major employers in the town of Crete, Nebraska. Population: about 5,000. Doane College's big gifts don't come from big corporations; they often come from local folks who want to thank the college for what it's brought to their lives.

Peer-to-peer solicitation in Crete might mean the coffee shop owner asking a neighboring businessperson for $100, knowing he's competing with the volunteer fire department. "Peer-to-peer" has worked out very well, notes Marty Fye, annual fund director. By 1997, the second year of Doane's 5-year, $25-million campaign, "Facing the Frontier of the 21st Century," area communities had already contributed $918,000 of the $1-million goal. The goal was topped by $200,000 the next year.

"We have 100 volunteers who are involved in the local campaign," Fye notes of this growing number. "Setting it up can be labor-intensive, but once you set it up, the volunteer experience can be very gratifying for them. Volunteers are the future of private colleges; the more they're involved, and the more they stay in contact with the college, the better the chances of the college succeeding." Adds Steve Rasmussen, vice president for institutional advancement, "We utilized volunteers very little in our first $10 million campaign and are just now learning the importance of volunteers through our broader effort."

Founded by the Congregationalists, the college bears the name of Thomas Doane, a civil engineer for the Burlington and Missouri River Railroad Company. The tradition of being on the road continues today. Each

year, members of Doane's advancement staff make about 550 visits to potential donors nationwide, forging new relationships and assuring that existing ones remain strong. The success of those visits is due in part to the fact that the same staff members visit the same donors, year after year, says Rasmussen.

"We've been blessed with a staff that has very little turnover and a president who's been here for more than 10 years," Rasmussen says. Because staff members have worked together so long, they know each other's strengths and weaknesses and can deal with many different situations. "We get it done because we are a good team. Staff here can do many things, and we cross lines of responsibility all the time."

The college president, Dr. Fred Brown, along with the board of trustees and volunteers, has also contributed to Doane's fund-raising success, Rasmussen adds. "We have a very supportive board of trustees. These board members don't just give—they get donations."

During the recent campaign, the college's largest donation has been a $3 million grant from a foundation. "The main contact for this foundation told us 'no' three times," Rasmussen says. "This gift came because of persistence and the fact that we have two trustees who both had dealt with this foundation before."

The next-largest gifts came from donors whose Doane roots run deep and who have been kept informed about the college's needs through frequent visits from long-time staff members.

Adds Fye, "We're very close to the 900-member Doane Family Association. They're also interested in the college and provide a Doane Family scholarship. The college holds the family archives. A reading room in Boswell Observatory—built in the 1890s—houses the family records."

Crete may be a small town, but it offers big value. In 1998, *Money Magazine* named Doane one of the nation's "top 100" best values in higher education.

VITAL STATISTICS

**Institution**
Private college with 910 traditional undergraduates, 500 nontraditional students, and 600 graduate students.

**Staff**
Ten professional and three support employees make up the advancement staff.

**Volunteer Organization**
Seven board members on campaign cabinet and more than 100 members of volunteer organizations, are responsible for the local campaign, special groups, foundations, corporations, and geographic campaigns across the country.

**Reasons for Success**
1. Emphasis on individual visits.
2. Staff and volunteer teamwork.
3. Support of college president and board of trustees.

**Contact**
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# *Septuagenarian Skyscraper Kicks Up Its Heels Again*

PUBLIC TWO-YEAR INSTITUTIONS

**EASTERN IOWA COMMUNITY COLLEGE DISTRICT**

*The $4.5 million three-year campaign ended in early 1998.*

In the basement of "Hummer" Kahl's 10-story, white terracotta skyscraper were the ghostly remnants of a luxurious speakeasy from the 1920s. Chandeliers cowered in closets, gargoyles grinned at pedestrians, and bronze fixtures were green with age. Yet the building's gorgeous Capitol Theatre still had its murals and original Wick organ, a rarity. The pink marble adorning floors, a barbershop, and wainscoting—plus a lobby modeled after the Venetian Doge's Palace—testified to why this Davenport *grand dame* was worth preserving.

Kahl was a mule skinner who became a millionaire. When his heirs and V.O. Figge donated the building (plus cash for core renovations) to Scott Community College in late 1994, the effort to transform the building into the Kahl Educational Center began its long haul.

Scott is one of three community colleges in the Eastern Iowa Community College District of Davenport (along with Clinton and Muscatine). Each college maintains its own foundation for pursuing private contributions, and each one taps into the resources of its community.

The $5.5 million gift prompted the district to launch a campaign to raise $4.5 million to convert the skyscraper into a high-technology educational facility and urban campus, with Scott as the lead partner. The Kahl Educational Center would have two floors of electronic classrooms, a penthouse business/educational conference center, the Quad Cities Graduate Studies Center, and three floors for existing tenants.

Judi Holdorf, executive director of the Scott Community College Foundation, says the campaign was the first since the district was formed in 1965. It attracted a variety of donors because it promised to help the community in a number of ways. It would provide job training, meeting space, and a focal point for area residents. "People gave for different reasons, but they were all interested in the project," Holdorf says. "For some, it was the historic value of the building. For some, it was the fiber optics and two-way interactive voice and video. For others, it was helping to assist people in an area of town that had lower economic levels and a greater number of minorities."

Among the three lead gifts were grants of more than $880,000 from the Riverboat Development Authority, the nonprofit license holder for riverboat gambling in Davenport. (Iowa churns some of that windfall back into educational, social, and human services.) The two other lead gifts were a $750,000 grant from the Roy J. Carver Charitable Trust and the offer from Bechtel Trusts and Foundation to match $1 for every $4 raised, up to $600,000. "Because of the size of those gifts, the community really took notice," says Holdorf.

Holdorf is especially proud of the Carver grant, since most of the campus grantwriting is aimed at local foundations. Before applying to this national and international trust, she points out, "The chancellor and our fund-raising consultant visited with the executive director and got his O.K. to talk with Carver board members whom we already knew," rather than approaching the board members first.

At the Kahl Educational Center, the area's independent and state universities will also use the classrooms for upper-level courses. And waiting in the wings at the Capitol Theatre are some exciting plans to put fine arts education on center stage.

VITAL STATISTICS

**Institutions**
1,545 students at Clinton Community College, 1,542 students at Muscatine Community College, and 5,835 students at Scott Community College.

**Staff**
One professional and one support employee at each college foundation, plus three professional employees and one support employee outside the foundations.

**Volunteer Organization**
Nearly 50 prominent area residents on volunteer boards for the three colleges.

**Reasons for Success**
1. Commitment and involvement of Chancellor John T. Blong, Ph.D., College President L.E. Stone, Ph.D., and Foundation President Richard R. Horst in the Kahl Educational Center project.
2. Campaign project with far-reaching and extraordinary benefits to the community.
3. Top three gifts for Kahl project provided leverage for larger-than-usual gifts from area businesses and organizations.

**Contact**
Ed Stoessel, Executive Director for Resource Development/ International and Governmental Relations, Eastern Iowa Community College District, 306 W. River Drive, Davenport, IA 52801-1221.
Phone: (319) 336-3332
Web site: www.eicod.cc.ia.us

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# *The Sun Shines On Even Small Gifts*

PUBLIC TWO-YEAR INSTITUTIONS

**VALENCIA COMMUNITY COLLEGE FOUNDATION (FLORIDA)**

*The one-year "Campaign 98: A Million for a New Millennium" is slated to end in the summer of 1998.*

In nearly 30 years, until the summer of 1997, the Valencia Community College Foundation had never launched a traditional capital campaign.

"The prevailing philosophy had been that campaigns encourage one-time giving instead of ongoing, annual giving," says Ken Woodbury, the foundation's president and chief executive officer.

Those prevailing winds shifted somewhat last summer, when the foundation launched "Campaign 98: A Million for a New Millennium." It's scheduled to conclude by summer of 1998, when the central Florida community college celebrates its first three decades.

All of the foundation's operating funds and fund-raising expenses come from real estate investments. The foundation counts 1,500 community citizens as members and assures donors that 100 percent of their contributions will go to supporting projects of their choice.

Their contributions, as the foundation's thorough backgrounder on its Web site explains, provide "supplementary rather than sustenance funding for the college to sustain Valencia's 'margin of excellence.'" (And what Web surfer could resist pushing the button promising "Free $$$." It's a list of available scholarships.)

"We are very donor-directed," Woodbury

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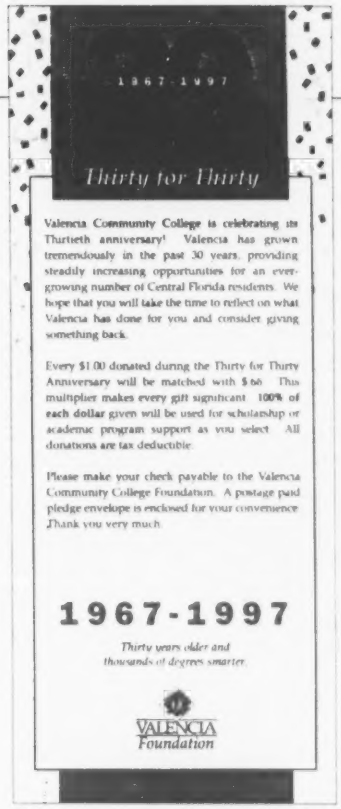
1967-1997
Thirty for Thirty
Valencia Community College is celebrating its Thirtieth anniversary! Valencia has grown tremendously in the past 30 years, providing steadily increasing opportunities for an ever-growing number of Central Florida residents. We hope that you will take the time to reflect on what Valencia has done for you and consider giving something back.
Every $1.00 donated during the Thirty for Thirty Anniversary will be matched with $.66. This multiplier makes every gift significant. 100% of each dollar given will be used for scholarship or academic program support as you select. All donations are tax deductible.
Please make your check payable to the Valencia Community College Foundation. A postage paid pledge envelope is enclosed for your convenience. Thank you very much.
1967-1997
Thirty years older and thousands of degrees smarter.
VALENCIA
Foundation

says. "And the donors give *for* something, not *to* something. They identify a cause, and we become their handmaidens." Almost half of all contributions support named, endowed scholarships (the foundation now manages more than 250) and about one-third go to instructional programs. There are 37 named, endowed teaching chairs. For most endowment funds, the Sunshine State matches each dollar with 66 2/3 cents, thanks to state lottery funds directed to the Florida Academic Improvement Trust Fund.

At about $14 million, Valencia's endowment is fifth in the nation for community colleges (1995); the average endowment per student at community colleges nationwide at that time was $255; Valencia's was $588.

Even a small grant can have big benefits for students and their communities. With a $3,000 gift, Valencia established a Web site devoted to adaptive equipment for people with disabilities. "We have perhaps more students (over 1,300) with disabilities than any school in Florida," Woodbury says.[4] Several golf tournaments support endowed scholarships at Valencia and the University of Central Florida, including several whose proceeds go to students with disabilities.

The foundation has received many larger gifts, but Woodbury still appreciates the small donations, perhaps even more. "I'd rather have a million people giving us a dollar than one person giving us a million dollars," he says.

VITAL STATISTICS

**Institution**
About 25,000 students on three campuses—East Orange County, West Orange County, and Osceola County.

**Staff**
Three full-time professional and two support employees.

**Volunteer Organization**
Fifty community leaders serve on the board of directors, but no specific volunteer organization exists.

**Reasons for Success**
1. Aggressive, innovative, and efficient mode of operation.
2. Broad-based local program with mass appeal and a way for everyone to contribute and feel appreciated.
3. Donor's contributions directly support program of his or her choice.

**Contact**
Dr. Ken Woodbury, President and Chief Executive Officer, Valencia Community College Foundation, PO Box 3028, Orlando, FL 32802.
Phone: (407) 317-7950.
E-mail: valencia3@aol.com.
Web site: www.valencia.org.

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# *Raising Funds the 'Old-Fashioned Way'*

INDEPENDENT SECONDARY BOARDING AND BOARDING/DAY SCHOOLS

**WESTMINSTER SCHOOL**
**(CONNECTICUT)**

*Westminster is in the midst of an ongoing major prospect cultivation and solicitation program, sometimes called "perpetual campaign."*

Westminster School reached its goal in the 1990 capital campaign, and learned an important lesson along the way. The school "seemed always to be coming at donors when it was ready and not necessarily when they were," observes Alan F. Brooks, director of development. When a new headmaster came on board three years later, the time was right to re-engineer those bridges to potential donors. And it was also time to affirm the school's pride in being a place with a "cohesive sense of community, pervasive friendliness, and broad humanity," in the words of its head, W. Graham Cole, Jr.

The bridges are proving to be solid and strong at this school founded in 1888. During a 16-month period in the mid-1990s, Westminster School raised $7.5 million. That's about what was raised in the previous three-year capital campaign, and at a fraction of that cost.

The reason? The school adopted a strategic plan—a "vision" that encompassed its people, physical plant, and programs. It then began spending time with its donors, getting to know them and helping them to learn about the vision.

"It was just what the doctor ordered," says Brooks. Having just finished a traditional capital campaign, "it was time for us to stop and

consider our people a little more thoughtfully and to start building strong relationships with our major donors. It was time for us to develop something more ongoing that would provide us with time to do the cultivation that we hadn't had time to do before." For starters, by having ownership of the strategic vision, trustees "responded personally to the school's financial needs with a generosity that exceeded anything they had done in the past," Brooks notes.

Development staff members spent a good deal of time traveling—and the new headmaster went along as well, visiting alumni and developing relationships with them, all the while talking about Westminster's strategic vision. "It's a living, palpable, evolving vision for us," Brooks says. "It forced us to take stock of our constituency. We're being more deliberate. We're really kind of doing it, as the ad says, 'the old-fashioned way.'"

The results haven't exactly been old-fashioned. Thanks to the strategic vision, the school received the two largest gifts in its history—a $3 million challenge gift and a $30 million bequest of stocks, bonds, land, and other items.

The staff had expected generosity from the latter donor, but "we had no sense of the enormity of it," says Brooks. "Part of the vision, part of our deliberations, has been how we can be the best custodians of this magnificent benefaction."

In the meantime, they're all having more "fun" raising funds. "It's more fun because in getting to know our people, taking time to build the relationships, we're finding out how deep the affection and the pride run," Brooks affirms. "Taking time to do this is never out of fashion."

## VITAL STATISTICS

**Institution**
350-students, boarding and day school, grades 9-12.

**Staff**
Five full-time professional and three full-time support employees.

**Volunteer Organization**
About 215 volunteers—eight members of Trustee Development Committee, 10 members of Capital Gifts Steering Committee, three alumni officers, 18 executive committee members, more than 35 parents committee members, and about 140 class agents.

**Reasons for Success**
1. Vision that gives direction and focus.
2. A well-informed, closely involved headmaster and board of trustees.
3. Staff that knows its constituency.

**Contact**
Alan F. Brooks, Director of Development, Westminster School, 995 Hopmeadow St., Simsbury, CT 06070.
Phone: (860) 408-3050.
E-mail: abrooks@westminster.pvt.k12.us
Web site: www.westminster.pvt.k12.ct.us.

# *Bricks, Mortar, and Handprints—with a Personal Touch*

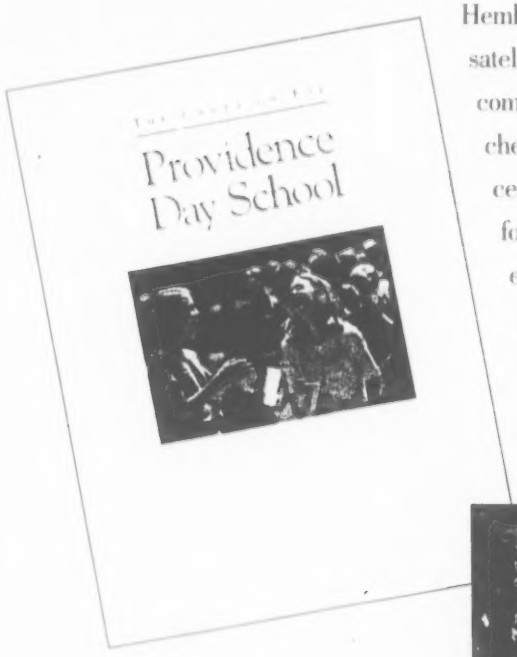
INDEPENDENT ELEMENTARY DAY SCHOOLS

**PROVIDENCE DAY SCHOOL (NORTH CAROLINA)**

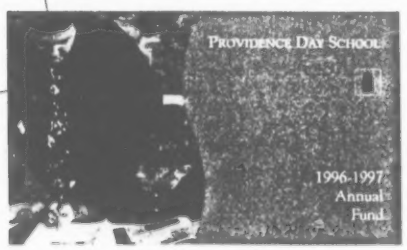
*"The Campaign for Providence Day School" concluded in March 1998, raising $4.2 million—$200,000 over its original goal.*

Paving the way to the future....Following in the footsteps....The right step. Where the metaphor meets the road begins at the Alumni Patio, the brick path leading to a technology center that any small corporation would love to have.

You'll find it in North Carolina, at Providence Day School. By purchasing personalized bricks ($100 each), handprints ($500 each), or chair plaques ($1,000 each), alumni and other donors could take "the right step," and also be recognized in the "Campaign for Providence Day School." The focus of the capital campaign was building the 37,000-square-foot Dickson-Hemby Technology Center. The plans are ambitious: satellite access, teleconferencing capabilities, and computer labs, along with classrooms for math, biology, chemistry, physics, and environmental science. The center's $3.5-million price tag accounted for three-fourths of the goal in the campaign, the largest capital effort in the short history of Providence Day, which was founded in 1970.




The attractive campaign case statement explained how a growth spurt led to a bursting at the seams in terms of facilities. And a mailer for the alumni brick-patio effort enticed

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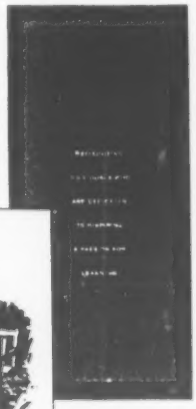
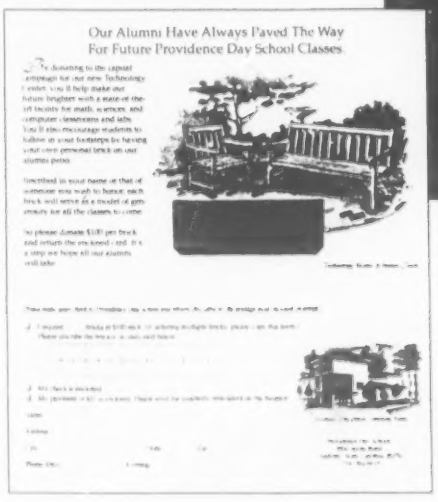
contributions with the phrase, "Our Alumni Have Always Paved The Way For Future Providence Day School Classes."

Over the past several years, the independent co-ed school has done some repaving and restructuring on the development side as well. It added two staff members, but decreased the cost of raising one dollar from an average of 43 cents to 24 cents.

Providence Day also significantly increased the number of volunteers for its annual giving and capital campaign efforts, says Robert F. Hawks, director of development.

Much of the campaign's success came from three $250,000+ gifts. Two anonymous donors made early gifts to help start the capital campaign; then one of the anonymous donors offered a challenge that provided the momentum to reach the $4 million mark. The third $250,000+ gift helped the campaign reach the revised $4.2 million goal.




Our Alumni Have Always Paved The Way For Future Providence Day School Classes.

The gifts came after continued visits with the benefactors. "It's not new, but it worked for us," Hawks says. There's nothing like following a path bound to lead to success.

## VITAL STATISTICS

**Institution**
1,325-student independent college preparatory day school for all grades, from transitional pre-K to 12.

**Staff**
Five professional and two support employees.

**Volunteer Organization**
More than 50 volunteers in annual giving program and more than 50 volunteers for the capital campaign.

**Reasons for Success**
1. Commitment to development programs by headmaster and board of trustees.
2. Increased personal visits for cultivation and major gift requests by the headmaster, trustees, parent volunteers, and development staff.
3. Creation of a clearly defined school mission and effective communication and marketing of that philosophy.

**Contact**
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# *About the Editors/Writers*

*Donna Shoemaker* has directed the Alumni Magazine Consortium since 1986. Based at the Johns Hopkins University, the AMC offers writing/editing/design services for college and university periodicals. She also honed her editorial expertise as a newspaper reporter, at CASE (managing editor of CURRENTS for three years), at the *Chronicle of Higher Education*, and at the University of Maryland system (editing an award-winning tabloid and serving as director of communications). She wrote her master's thesis in journalism on quality in alumni periodicals and is the author of scores of periodical articles and several book-length works published by CASE.

*Barbara Mulligan* is a writer and editor based in Easton, Pennsylvania. Her experience includes newspaper reporting and editing and college public information work. She is currently an associate editor with the National Association of Colleges and Employers.

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